

AR21

MARCH 1973

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NORTH AMERICAN LIFE ASSURANCE

nalaco





My daddy's smarter than yours

He's got Interblock.

The Nalaco financial planning system.
It's more than just life insurance.
Each piece represents one of the seven
major financial factors that affect you and
your family.
When all the pieces are interlocked, they
form a solid financial structure.
To protect what you have today.
To provide planned investment growth.
To ensure your family's tomorrows.
Do your family a favour.
Call your Nalaco man soon.
He can help you put it together.

Highlights of the 92nd Nalaco Annual Report

New Life Assurance	\$ 838,816,000
Life Assurance in Force	\$6,547,017,000
Total Annuity Deposits	\$ 35,899,000
Total Funds Held in Annuity Contracts	\$ 333,952,000
Benefit Payments	\$ 66,031,000
Total Assets	\$ 818,152,000
Net Earned Interest Rate	6.65%

A copy of the complete 1972 Annual Report is available on request.

North American Life Assurance Company
Home Office: Toronto, Canada M5H 1R1





nalaco editorial

Competition, consumerism – and us

Today, over 1900 life companies, along with numerous financial institutions and mass merchandising outfits, operate in the North American market. All of these organizations have intensified their efforts to obtain a greater share of the attention and loyalty of the insurance-buying public.

Just as important as the keenness of competition are the consumerism movements. They have won the attention and endorsement of political leaders, the net result being that the public has become increasingly demanding of the products it buys.

To succeed in this environment, it is crucial that we continue to develop products and services that fulfil specific needs, and that you continuously enlarge your expertise through Company and industry training programs, and so, fully satisfy buyer expectations. To surge ahead, it is vital that we communicate a positive image that supplements and enhances our sales thrust.

None of these elements alone can help us achieve our goals. But, with a strong commitment from each of us, they all provide the marketing strengths and unity of purpose enabling us to tackle these challenges head-on. We have successfully met similar challenges in the past; and with the willingness and dedication that have marked our previous efforts, we will do so again, both now and in the future.

La concurrence, l'attention au client – et nous

Aujourd'hui, plus de 1900 compagnies d'assurance-vie, ainsi que de nombreuses institutions financières et des compagnies de commercialisation en masse fonctionnent au sein du marché nord-américain.

Les campagnes en vue d'améliorer l'attention donnée au client sont tout aussi importantes que l'ardeur de la concurrence. Elles se sont attiré la faveur et l'approbation officielle des figures politiques et le résultat en est que le public est devenu de plus en plus exigeant en ce qui concerne les produits qu'il achète.

Pour réussir dans cette ambiance, il nous faut absolument continuer de développer des produits et des services qui répondent à des besoins spécifiques et d'améliorer notre compétence grâce aux programmes de formation de la Compagnie et de l'industrie, et par là-même satisfaire entièrement aux exigences des clients. Pour pouvoir progresser, il est absolument essentiel de présenter une image positive de nous-mêmes qui supplémente et accroisse notre effort de vente.

Aucun de ces facteurs ne peut nous aider par lui-même à atteindre nos buts mais avec un ferme engagement de chacun de nous ils fourniront la puissance de marketing et la détermination qui nous permettront de faire face à ces défis.

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Unemployment and inflation demand equal attention

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Highlights of Nalaco's 92nd Annual Meeting

In his address to the Annual Meeting, President David Pretty discussed the problems of unemployment and inflation. Following are excerpts from his remarks:

"Current opinion indicates an almost unanimous consent that unemployment is the most serious problem facing us and that inflation, although worrisome, should be put into the background. I cannot agree as I feel that solutions to both problems are of equal importance and we must proceed with measures to improve our performance in both areas simultaneously.

"The causes of unemployment are not easy to isolate, but in Canada we do have one special factor – the exceptionally large number of new entrants coming into our labor force. A number of reports were produced during the 1960's bringing this matter to the attention of top Canadian officials and to the public. The Fourth Annual Review of the Economic Council of Canada, one of the more comprehensive of these reports, showed that the civilian labor force would increase some 50% from 1965 to 1980 compared to a 30% increase in the United States.

"What this meant in 1972 was that the Canadian economy had to grow at a 5½%

rate just to maintain the level of employment, while a growth of approximately 4% was needed to accomplish this in the United States. Last year about 250,000 new jobs were created in Canada, a very substantial increase, but this only equalled the new entrants to the labor market.

"However, this particular aspect of the unemployment problem is not a long term one. The number of new entrants as a proportion of the total labor force has already started to decline, and by 1980 will be at quite a manageable level. Therefore, specific measures dealing with this younger age group are most appropriate. In addition to the proper development and extension of current programs, efforts should be made to increase the number taking post-secondary and particularly post-graduate education. The need for more trained people from all branches of education may not be immediately apparent in some fields, but I believe it will be within the next decade.

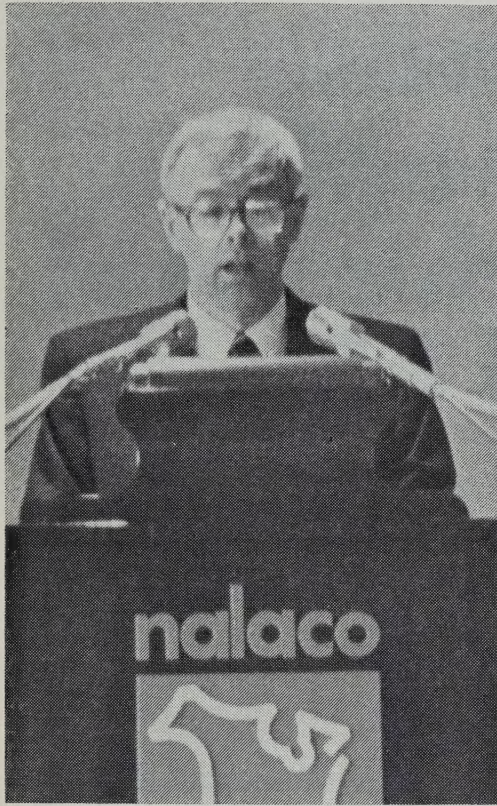
"The government should also continue to improve and expand its efforts in retraining members of the labor force. Increased mobility from one occupation to another is essential and this involves not only the retraining procedure but fewer rigidities in some trades, so that the number of skilled

workmen can be increased in areas where there is strong demand for their services.

Effect of inflation and unemployment

"Although I have commented on the unemployment problem first, I do not consider it of greater priority than that of inflation. I think it is important to put each in its proper perspective. Approximately 6% of our labor force is unemployed, which is somewhat less than 3% of the total population. However, the number directly affected is considerably higher, depending on the family status of the unemployed. For these people, there is no way that one can overestimate the demoralizing effect of being without work, not only on the individual, but on members of the family. We are dealing with individuals and not percentages and that is why strong measures are needed.

"It is equally important to look at those people most affected by inflation. Most people within the labor force are able to adjust their earning capacity to take care of the rising cost of living. Those not in the labor force are either dependent on someone who is, or they are dependent on their own resources. Most of the latter are on a fixed income, and include our senior citizens and those unable to work because of physical disabilities, family responsibilities



"... Solutions to both unemployment and inflation are of equal importance and we must ... improve our performance in both areas simultaneously."

control system and there is much discussion whether this should be used in Canada. Basically, the major factor restraining inflation is an adequate supply of goods and services. Controls do not make any positive contribution to this. In fact, they may well result in reduced supply in some areas because of the artificial conditions that are imposed. As an example, controls are one of the many factors that have created the current energy shortages in the United States. Increasing supply is a long term solution and for those who want instant results, it is not effective. However, it is the only lasting solution as long as we, as individuals, wish to retain a reasonable degree of freedom and independence.

Restraining land price increases

"The two most important components in the Consumer Price Index representing 60% of the total, are housing 32%, food and beverages 27%. Since mid-1971 food prices have been increasing at a rate well in excess of the other components in the Index. The amount of imports involved, the dependence on weather conditions, and the multiplicity of small organizations in the industry all add to the difficulties.

"The housing component in the Consumer Price Index measures rents for tenants, as well as operating costs – taxes, maintenance, interest charges etc. – for home owners. This Index does not measure directly the rapidly increasing costs of purchasing a home. The inflexibility of some municipal building codes has been a factor in higher construction costs. However, the major reason is the excessive wage increases obtained by construction workers during the postwar period.

"The other major price factor in the purchase of a home is the cost of land and again we have seen very large increases. These increases in land value have been most pronounced in larger urban centers and have affected all forms of property. However, high density construction, such as office buildings, apartment buildings and, to a lesser extent, commercial and industrial property, is not affected as much, as the land component is a relatively small

portion of the total cost of the project. Therefore, increases in the cost of land for this type of construction do not have as significant an impact on the overall cost as they do for single family homes.

"The one factor that will restrain price increases more than any other is adequate supply. This has been forcefully demonstrated in a number of different areas of the country over the last few years when we have seen that, where there has been an ample supply of either apartment or office buildings, rents have remained relatively stable. One solution to this problem that is receiving considerable attention currently, is governments purchasing large blocks of land. The theory is that these land banks would increase the supply of land for construction during periods of high demand and presumably would be offered at prices relatively favorable to that of other land and, thus, have a restraining influence on increasing land values.

"However, for governments to tie up large amounts of funds by acquiring raw land and where their cost of holding this land will increase at close to 10% annually seems to be unproductive. This is especially the case when it is realized that such acquisitions will have no impact in holding down the price of land until they are serviced. Therefore, it seems to me that the government should ensure that land is available for housing development in sufficient quantity so that land costs will not outstrip the ability of the average person to own a single family home. Only government can supply the necessary services for water, sewers, roads, electricity. Government must see that the length of time needed to plan and build these facilities is shortened, and that a sensible transportation policy is implemented.

"Rising costs can only be halted by providing a supply of land greater than the current demand. If government will play its role by facilitating planning and providing those facilities, then I believe that the construction and land development industries will construct homes in sufficient volume without incurring excessive inflation in land values."

or other reasons. Approximately 8% of our population is 65 years or over and this percentage is steadily growing. The effects of inflation on these people can be moderated through increased Government payments, but this is invariably a catching-up process still leaving those individuals behind economically.

"Most of us are conscious of the demoralizing effect of unemployment. Are we equally conscious of the effects of inflation? It has been said many times, but it doesn't hurt to repeat, inflation is the most regressive form of taxation, invariably hitting hardest at those who can least afford it and are least able to pay. It is for this reason that we cannot say that one problem is more important than another.

"Government measures to stimulate the economy must take into consideration their impact on inflationary expectations. Specific measures, concentrating on the problems of the younger age groups and of regional disparity, should be used to stimulate employment. In the area of broad stimulus, particularly monetary policy, the measures adopted should not be of such magnitude as to create unnecessary inflationary pressures.

"The United States and the United Kingdom have instituted a compulsory

Life insurance helped people improve the total quality of life

Lew Tibert, CLU, Vice-President, Marketing discussed the results of Nalaco's Marketing activities:

"Before reporting the highlights of Nalaco's Marketing results, it seems pertinent to preface with a few comments about the 1972 results of the total industry in Canada and the United States. While final statistics are not yet available, indications point to a very successful Marketing year. A recent report by the Life Insurance Agency Management Association estimates that Individual Life insurance sales increased by 10% in the United States and by 13% in Canada, with Group Insurance increasing by 11% in the United States, while showing a small decrease of 5% in Canada. The annualized new premiums for Individual business showed excellent corresponding increases. Hence, it appears that 1972 was one of the very best years that the total industry has experienced in our two countries for a considerable time.

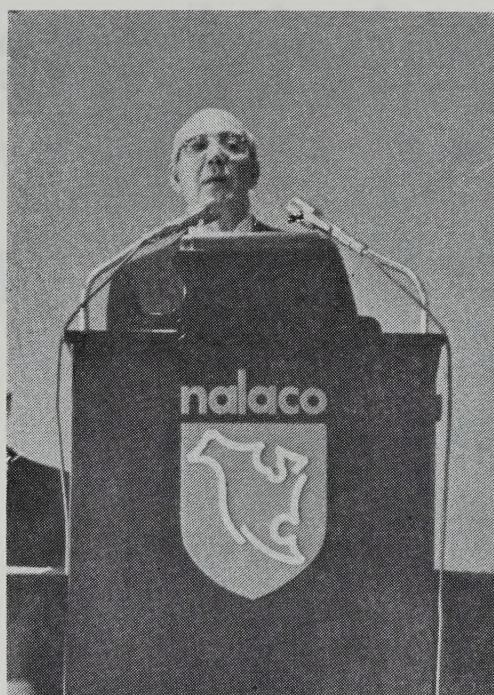
"These excellent results emphasize once again that life insurance product and service are playing important parts in helping people improve the total quality of life on this continent. We acknowledge with respect the great contribution being made to this by the men and women in the field offices – underwriters, staff and management.

"Over the past decade, life insurance

companies have assumed a much greater responsibility for selecting better field manpower and for much more intensive training and development of the people selected. But, at this time, we would also like to acknowledge the personal training and development programs of the Life Underwriters Association of Canada, the National Association of Life Underwriters and the American College in the United States. Their programs of study are without peer in any other marketing endeavor in the world. We are thus making progress in servicing more demanding customers better, but we are also aware that there are still insufficiencies that we must keep trying to fill.

1972 Nalaco highlights

"Now, the highlights of our own Marketing operation for 1972. The new Individual Assurance was \$468.4 million compared with \$468 million in 1971 – only a small increase when compared with the total industry rate. In last year's report, comments were made about the de-escalation of our Caribbean Marketing activities. The first major step was taken in 1970 when we encouraged the formation of the Life of Jamaica Limited to take over from us the new business function and, again in June 1971, we took another major step with the Life of Barbados. Both of these



"We have ample reason to be proud of the Marketing results emanating from our representatives, management personnel and administrative staff."

agencies had been very productive, and the expansion programs in Canada and the United States have not had time as yet to mature to the point of offsetting completely the levels of production of the two former agencies. However, in spite of their loss, we have not failed to at least make a small gain each year since. The shifting of the emphasis of Marketing by geographic area is as follows:

"In 1969, we did 46% of our new Individual Life business in Canada, 38.4% in the United States, and 15.6% in the Caribbean. While, in 1972, the Canadian percentage remained constant at 46%, the United States business increased to 50.5%, and the Southern business dropped from 15.6% to 3.5%.

"The second highlight was an increase of 78% in new Individual Annuity annualized premiums, while single premium Immediate Annuities increased by 104%. Practically all of this business was done in Canada.

"You will notice that I referred to Annuity premiums and later on the phrase, policyholder deposits for Annuities, will be used. This represents a change from the volume figures used in previous years. Because of the arbitrary nature of these volume amounts, it has been deemed advisable for clearer understanding to report these as premiums or deposits received

and as funds held.

"Our new Group Assurance was \$370.3 million, a 14% decrease from 1971. This decrease was due to the issuing of a very large new case in 1971; however, we did a larger number of new Group Assurance contracts than ever before and the volume was some 30% higher than in 1970. We continue to be effective in insuring members of professional associations in Canada with the total in force on these professionals now standing at one and a third billion.

"Total Group deposits for all Group Pension business amounted to \$18 million, a decrease of 4½%, but the total policyholder deposits for all Annuities, Individual and Group, amounted to \$38,899,000, an increase of almost 23%.

"1973: a good but not an easy year"

"We are pleased to report that all lines of business in force were maintained well, with a much decreased surrender rate and one of the lowest lapse rates in the industry. Our total Assurance in force now amounts to just over \$6½ billion, an increase of 8.4% while our total funds held for Annuities grew to \$334 million compared with \$297 million in the year previous. Our Health Branch business was also conserved and maintained well, with premiums for the Income Replacement type of business that

we are now doing continuing to show a good steady increase rate.

"The many activities organized to bring about the results were implemented, of course, in the field organizations of our operational areas in Canada, the United States, Bermuda and Trinidad. We have ample reason to be proud of the Marketing results emanating from our representatives, management personnel and administrative staff. We are also proud of the total service that they rendered to the people of their communities. We have present with us today a small number of these men and we are pleased to salute their separate successes and their contributions to their clients and to our Company.

"In looking ahead, we see 1973 as a good but not an easy year. There never was a time when competition was as aggressive. "Business will be available if price, service and quality are good", said one forecaster about another business but it applies to us equally well. Competition is a many-pronged ingredient in the life insurance business and the consumer has many elements to consider before purchasing. We at North American Life will continue to seek to improve as many of these identifiable elements as possible with the expectation that what we provide and how we perform can be well regarded by an increasing number of satisfied customers."

Dividends to policyholders top \$10 million

Arch McCracken, Vice-President and Chief Actuary, analyzed Nalaco's financial situation:

"Total premium income increased from 1971 by over \$10 million, or almost 11%.

"The proportion of group pension deposits that is being directed to the Company's separate Investment Funds has been increasing steadily and now amounts to more than 50% of the total. Several pooled funds are offered by the Company to provide clients with a choice of investment in stocks, bonds or mortgages. We also administer some non-pooled funds tailored to the needs and wishes of individual large employers.

"The investment income represents a rate of interest earned, net of investment expenses and apart from the separate funds, of 6.65%, up from 6.45% in 1971.

Lowest overall mortality rate

"Death claims under insurance policies amounted to just over \$20 million and increased very little over the previous year in spite of the larger volume of insurance at risk. Mortality rates were low on both individual and group insurance and the over-all rate was the lowest the Company has experienced in its history. This low mortality rate was a major contributor to the Company's favorable financial results for the year.

"Other insurance contract payments at \$15.2 million were down significantly. The

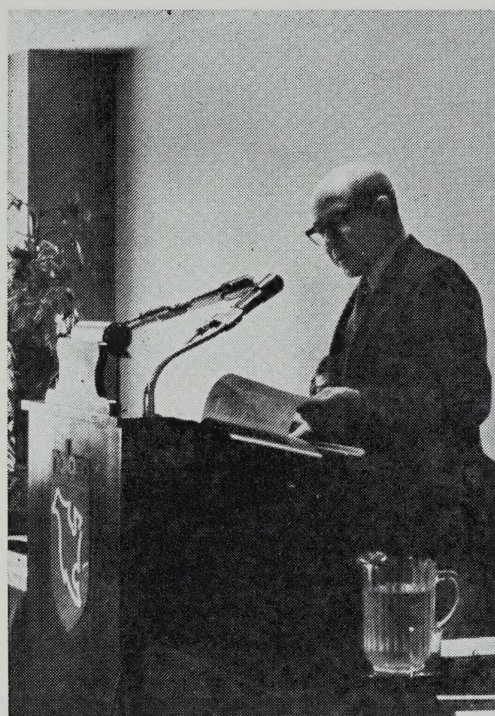
decrease relates to the lower rate of terminations for cash settlement of individual policies. This low termination rate indicates that more individuals are retaining their policies for the purposes for which they were purchased, a most gratifying trend.

"Annuity contract payments are also down by about the same amount. Here the decrease relates to a much reduced rate of cash termination of group annuity contracts. Annuity payments to retired lives increased from approximately \$9 million in 1971 to over \$10 million in 1972.

"The amount added to policy reserves – the net additional investment to provide future benefits for policyholders – increased very sharply from \$28 million-plus to over \$38 million. This increase comes in part from the normal increase in insurance premiums but more largely from the substantial increase in individual annuity premiums and the lower rate of cashing out of individual policies.

"Additions to Investment Funds increased by \$5 million over 1971. Salaries and commissions paid to field force and Home and Branch Office employees increased by \$1 million. General expenses increased in line with normal expectations, while income and other taxes increased sharply by close to \$1 million.

"Net revenue from operations, before dividends and special appropriations, increased by over \$2 million. Terminations



and changes of group annuity contracts contributed heavily to net revenue again in 1972.

"Dividends paid to participating policyholders exceeded \$10 million for the first time in the Company's history. Five hundred thousand dollars were added to the provision for policy dividends payable in the following year; this increase is largely due to the steadily increasing volume of business. A special addition of \$300,000 was made to group life actuarial reserves, and \$1.5 million were added to the Company's investment and contingency reserve to bring the amount to \$17.5 million.

"The resulting surplus at year-end of over \$40 million maintains the Company's ratio of surplus to liabilities among the leaders in the industry. It assures the stability of the Company and the financial means to innovate and expand for the benefit of both policyholders and field and office staffs.

Investments: results and policy

"Total assets have increased by almost \$70 million or over 9%. Investment Fund assets have increased by \$22 million, comprised of \$13 million of net new deposits including transfers from fixed dollar contracts, \$2 million of net investment income reinvested and \$7 million of capital gains.

"Loans granted on the security of policies increased by \$3.6 million. The net amount of additional policy loans was slightly less

"... the net additional investment to provide future benefits for policyholders increased from \$28 million-plus to over \$38 million."

than in 1971 and less than half the amount required in 1970. It is encouraging to see this trend. When heavy loans continue against policies, there is an increasing danger that they will not be kept in force to provide the protection intended and probably still needed.

"Investment in other forms of assets increased by \$43 million. Fixed income investments – bonds, mortgages and cash – increased by almost two-thirds of this, and equity investments – stocks and real estate – by just over one-third.

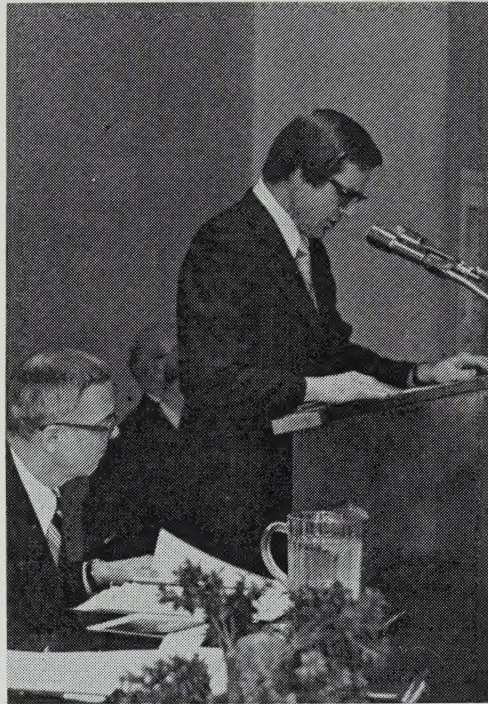
"While our investment objectives continue to stress maximizing of yield for the mutual benefit of policyholders, staff and representatives, we are continually conscious of our social responsibilities. For consistency of policy, our investment people developed several guidelines:

'Since the Company is heavily involved in property investments, we should be interested in the development of buildings of quality construction which will blend with the existing environment. The Company should continue to exercise its influence to bring about what it regards as well planned and socially responsible real estate projects.'

"The guidelines also deal with geographic diversification, common stocks and venture capital for small business development. With reference to common stocks, for example, the Company is committed to a close scrutiny of problems in which other shareholders express interest and of the progress of companies in the fields of safety, fair advertising and environmental issues."

and...

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(1)

**...a 92nd
annual
meeting
of
people**



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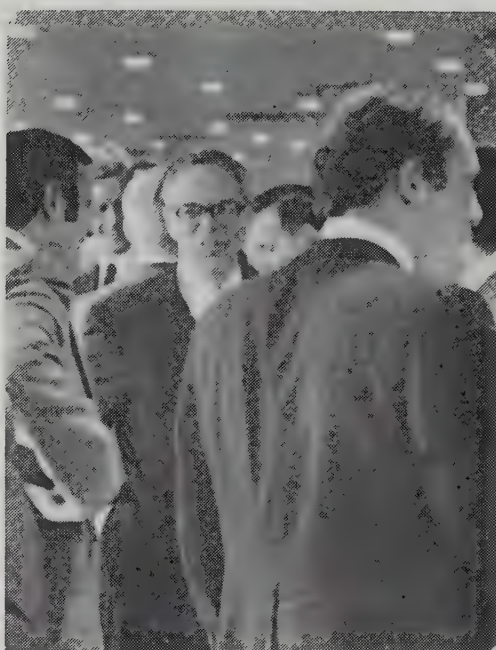
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(10)

(1) Gerry Devlin, General Counsel and Secretary, reads the minutes of last year's Meeting.

(2) Chairman of the Board, John Taylor, addresses the Meeting.

(3) A portion of the near-capacity audience which attended the Meeting.

(4) First row: five of Nalaco's Directors. Far left, G. P. Osler, K. V. Cox, R. J. M. Jussaume, J. M. Breen, and Past President, George Ryrie. Second row, from left: Jack Wright, Superintendent of Agencies, Peter Klass, Minneapolis-St. Paul, John Glenn, U.S. Director of Agencies, Bob Cooper and Bill Burgar, both retired Officers.

(5) Newly appointed U.S. Superintendent of Agencies, Ray Gates, center, attends his first Nalaco Annual Meeting.

(6) Standing, closest to camera, are Bill Baker, Advertising, Sales Promotion & Public Relations Manager, and Max Coulston, staff writer.

(7) After the Meeting, President Dave Pretty, facing camera, joined guests and Home Office personnel for buffet.

(8) Several of the field guests who attended the Meeting. From left, Ted Archer, Don Latchman, both of Toronto Central, Fred Meredith, Toronto, Al Black, Manager, Ontario Regional Group, Lloyd Fitzgerald, Ottawa, Barry Prout, Supervisor, Ontario R.G.O., Richard Galt, Toronto Central, Fred McConkey, Toronto Etobicoke, Gary Wright, Group Representative, Ontario R.G.O., Peter Klass, Minneapolis-St. Paul, and Charlie Simmons, Toronto Central.

(9) Lloyd Fitzgerald, left, chats with Harry Booth, former Superintendent of Agencies, now retired, and Toronto Manager, Bill Firth.

(10) Richard Galt, back to camera, confers with George Ryrie and Fred Meredith.



Annual Report creates impact

An Annual Report should be more than an interesting compilation of facts and figures reporting on a company's operations during the preceding year. It should also be more than an auditor's endorsement of a company's ability to meet its obligations. And it should also be more than a convenient index of its divisions, its offices and its executive personnel.

Nalaco's Annual Report is all of these things. But the Report is also more – much more. As in the previous three Annual Reports, the 1973 version continues to position Nalaco in the marketplace as the financial planning organization most strongly committed to the individual's future. This year, the message revolves around children, re-emphasizing the theme of planning financial futures the Nalaco way. The Report exerts a powerful emotional appeal, compellingly showing how Nalaco's financial planning can assure North Americans' future financial security, while at the same time offering a more rewarding lifestyle.

The Report also appeals to the mind by projecting Nalaco as an innovative company. An innovative company because it has introduced products that have been breakthroughs in the industry. And an innovative company because it developed the innovating Interblock system. A system that gives substance and tangibility to Nalaco's financial planning approach. A system that takes the wizardry out of

financial planning. A system that, with the assistance of you, the Nalaco Man, permits the individual to gain a clear picture of what he has, and what he needs to complete his future financial security and enhance his way of life.

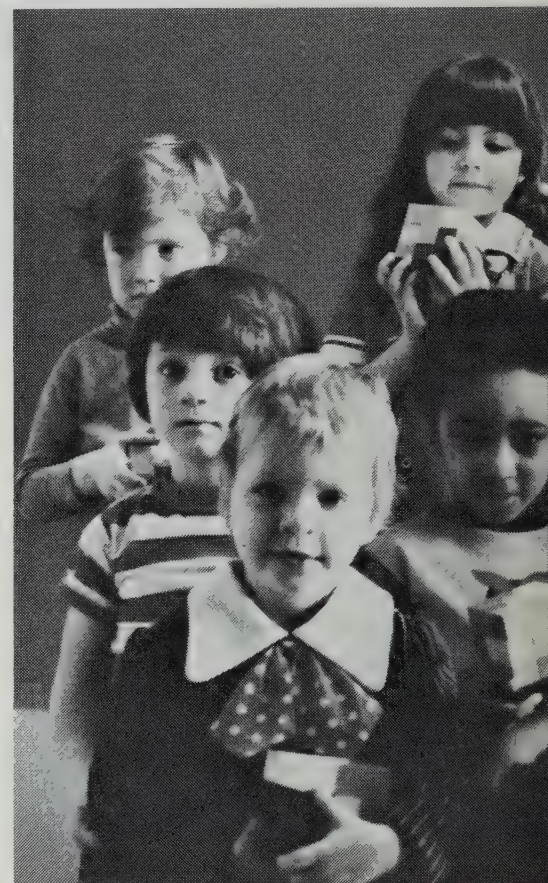
A major element in Nalaco's total communications program, the Annual Report is an eye-grabber. In an information environment that bombards the individual with over 7,000 messages daily, the Report's imaginative graphics create an immediate visual impact, gripping the prospective reader and inviting him to eagerly plunge into its contents. Its impact as an exciting visual communicator is one of the reasons why, every year, hundreds of individuals and organizations across North America – from educators to businessmen and professionals, through to investment dealers and other insurance companies, to governments and employment agencies – eagerly request it.

Intended to appeal to a broad audience, the Report is a powerful communicator that will equally impress both your clients and your prospective policyholders. For your current clients, the Report offers further persuasion that they made a wise choice in assuring with Nalaco and makes them proud to be associated with a progressive, future-oriented company. For prospects, the Report, by differentiating Nalaco from other life companies, can be used as a highly motivating direct mail

piece to stimulate receptivity; used during a sales interview, the Report will enhance the prospective customer's confidence in you and in Nalaco.

The Report can also be effectively used in both recruiting and public relations. To the prospective recruit, the Report presents Nalaco as a company with which he would be proud to be associated, a company that offers him a unique and exciting career opportunity. In public relations, the Report can be distributed to interested third party centers, providing them a positive view of Nalaco which they can communicate to other influential individuals.

The Annual Report is an exciting, effective sales tool that will serve you well. The Report effectively communicates the message that Nalaco is one of the continent's largest and most innovative financial planning organizations, an organization committed to the individual's future financial security. The facts and figures endorse Nalaco's stability and progressiveness, assuring North Americans that they can place their complete trust in Nalaco's professional competence. **Use it.**



Un rapport annuel doit être plus qu'une attrayante compilation de faits et de chiffres relatant les activités d'une compagnie au cours de l'année écoulée; il doit être plus que le simple compte rendu du vérificateur qui constate l'aptitude d'une compagnie à faire face à ses obligations et il doit être plus qu'une énumération de renseignements sur la compagnie, ses divisions et ses cadres.

Tout ceci se trouve effectivement dans le Rapport annuel de Nalaco. Mais celui-ci a une portée plus grande, beaucoup plus grande. À l'instar des trois rapports annuels précédents, la version 1973 décrit Nalaco comme étant l'organisme sur le marché dont les programmes financiers se préoccupent le plus de l'avenir de l'individu. Le thème utilisé cette année est celui des enfants, et il met l'accent sur les divers programmes de planification financière de Nalaco. Le Rapport fait largement appel à l'émotivité; il nous entraîne à admettre que la planification financière de Nalaco offre au citoyen nord-américain à la fois la sécurité financière et un style de vie plus enrichissant.



Un instrument de vente efficace

Le Rapport annuel

Le Rapport présente également Nalaco comme une compagnie ouverte aux idées nouvelles. Une compagnie qui innove, car nombre de ses produits d'avant-garde ont réussi leur percée et ont servi de modèles au restant de notre industrie. Une compagnie qui innove, car c'est elle qui a développé le nouveau et sensationnel système Interblock. Un système qui expose le réalisme et la solidité du planning financier Nalaco. Un système qui montre que la planification n'abandonne rien au hasard. Un système qui grâce à vous, Représentant de Nalaco, permet au client de connaître exactement le montant de son avoir, et de se rendre compte de ce qui lui manque pour parfaire sa sécurité financière et améliorer son mode de vie.

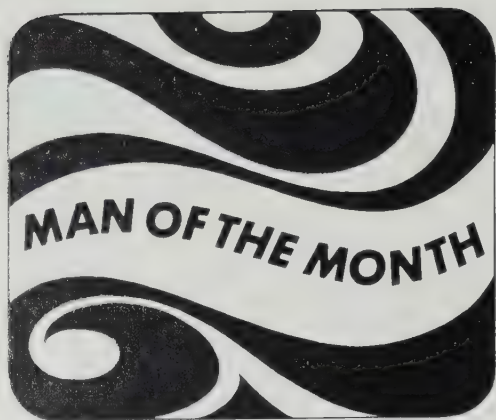
Élément important du programme d'ensemble des communications de Nalaco, le Rapport annuel attire le regard. Dans un milieu soumis à la publicité et qui gave chaque jour le particulier de plus de 7000 messages, les graphiques pleins d'imagination du Rapport frappent l'oeil, attirent le lecteur et l'incitent vivement à prendre connaissance de son contenu. Sa force de communication visuelle est telle qu'il est demandé chaque année avec insistance par des centaines de personnes et d'organisations du continent nord-américain, des enseignants aux hommes d'affaires, des professions libérales aux courtiers en investissements et autres compagnies d'assurances, des administrations publiques

aux agences de placement.

Destiné à une audience des plus larges, le Rapport est un moyen de communication très puissant qui impressionnera très favorablement vos clients actuels et éventuels. Auprès de vos clients ordinaires, le Rapport entretiendra l'idée qu'ils ont fait le bon choix en s'assurant auprès de Nalaco, et ils seront fiers d'être associés à une compagnie progressiste et orientée vers l'avenir. Aux clients éventuels, le Rapport montrera la différence entre Nalaco et les autres compagnies d'assurance-vie, et il peut être utilisé comme aide de vente efficace dans la publicité par courrier direct contribuant à préparer un terrain propice à votre présentation; il vous aidera à augmenter la confiance que le futur client placera en vous et en Nalaco.

Le Rapport peut de plus prouver son efficacité dans le recrutement et dans les relations extérieures. Au futur agent, le Rapport présentera Nalaco comme une compagnie à laquelle il sera fier d'être associé et qui lui offre une chance unique de se créer une carrière des plus prometteuses. Comme instrument de Relations extérieures, le Rapport pourra être distribué à des tiers agissants qui le transmettront à leur tour à des personnalités influentes.

Le Rapport annuel est un instrument de vente à la fois excitant et efficace, et il vous sera d'une aide précieuse. Il proclame que Nalaco est une des organisations de planning financier les plus importantes et les plus progressistes du continent, une compagnie toute dévouée à la sécurité financière de ses clients. Tous les faits et chiffres contenus dans le Rapport confirment la stabilité et la marche vers l'avant de la Compagnie et témoignent de l'entière confiance que les habitants de ce continent sont en droit de placer dans la compétence professionnelle de Nalaco. **Utilisez-le.**



"Life underwriting is one of the greatest possible professions":

**Dudley Coy, CLU,
Northern New Jersey**

You don't often hear people say that their career offers them joy, or that they love the business they're in. But, if you talked to Dudley Coy, our United States Man of the Month, and asked what he thought of life underwriting as a career, these are the words he'd use to describe it.

Dudley's comments on the profession evolved from a question in which he was asked what personality traits he thought were required in order to become a successful life underwriter. "He need not be a 'typical salesman'," Dudley asserted, "but, he must possess intelligence and, more important, boundless initiative. He should experience joy in what he is doing. I actually love this business, and I hope this feeling projects to my clients."

Dudley takes his commitment a step further, enthusiastically describing life underwriting as "one of the greatest possible professions. It is continually challenging and never repetitious or boring. I don't know of any similar vocation in which you work for yourself, with whomever you desire, when you desire. I don't know of any other profession where you have no collection problems, internal cash flow or inventory problems, or where you are directly remunerated for the amount of work you do."

Being rewarded according to one's "initiative and ability", is, in fact, one of the major reasons Dudley became attracted to sales, in which he's been engaged throughout most of his working life. "I have always been uncomfortable in a 9-5 atmosphere in a salaried job," he explains. "I'm happier in a position where I receive direct remuneration for the amount of effort I expend and the resulting success derived."

Nine years ago, though, Dudley might have delivered a less optimistic account of the business. "I was relatively new in the business, was working long, hard hours, struggling, and I often felt discouraged." He might even have opted out, had not a significant event occurred which altered not only his perspective towards himself and his work but the course of his life.

"The one situation that most influenced my decision to remain in the business was the first large case that I ever sold. When I closed this case, which had a six or seven thousand dollar premium, my sights were raised considerably and I had a new confidence in my ability. As a result of this confidence, I was able to secure referrals to other individuals who also offered a potential for larger sales."

Today, Dudley is a qualified professional who enjoys working primarily in the highly

competitive professional and small closed corporation business markets. "Mostly, I like working with the small business owner. He is more accustomed to financial situations and is thus more appreciative of the tax savings and advice which I can provide."

Comments Northern New Jersey Manager, Jay Rippard, CLU: "Dudley has an uncanny ability to put together, quickly and succinctly, the many facets of a large business case, an ability that I myself have witnessed." One of the sales which demonstrates Dudley's ability in this area also reveals the opportunities in business and personal insurance that working in the group market offers the alert life underwriter.

"An existing client for whom I had originally written group insurance became interested in doing extensive estate planning," Dudley explains. "This client was the 100% owner of a fast-growing closed corporation. Reviewing his estate, I found that his wills did not accomplish his objectives and, further, that there was a great liquidity need in the event of his death. His estate and his wife's were worth approximately \$1 million; but while they showed the likelihood of rapid and accelerating growth, there was also very little cash available."

"I recommended to my client, first of all, that he have new wills and trusts drawn. Then, with the help of other financial advisors, we recapitalized the corporation, forming three classes of stock; preferred, class A voting and class B non-voting. The owner kept complete control of the stock for himself. The value of the corporation was fixed for Federal Estate tax purposes, since the corporate owner retained the preferred stock and the class A stock was issued in very small amounts in relation to the class B stock. The non-voting class B stock was given to his family who would receive the further increase in its value.

"We then executed a buy and sell agreement among all stockholders; this agreement was insured. The liquidity problem was partially solved by the use of a 303 redemption and insurance was issued for that as well. Then, a pension plan was established using life insurance as a partial funding medium. This provided the balance of the necessary liquidity the principal of the corporation required."

"In putting his clients' needs ahead of his own, Dudley epitomizes the CLU pledge," comments Jay Rippard and, in fact, the close relationship Dudley has developed with his clients over the years affords him one of the greatest satisfactions he has derived from his career. "My clients' trust has evolved into consultations over non-insurance matters which have proved invaluable to me and, I hope, them as well. I have been asked to advise them on real estate ventures, wills, trusts, business arrangements and various purchases of businesses. When this kind of relationship has developed, it usually means that the client no longer feels the need to have the minute details of a new insurance plan spelled out, but that he can rely on me to recommend what is best for him."

An individualist, Dudley comments that "success means different things to different people; it depends on what you want. Life underwriting can enable you to achieve any level of financial income you need to meet your own definition of success and provide you with the time to appreciate it once you have achieved it."

That Dudley is successful is evident from the fact that he ranks as one of Nalaco's leading representatives. Last year, he paced our Northern New Jersey agency, with



"My clients' trust has evolved into consultations over non-insurance matters which have proved invaluable to me and, I hope, to them as well."

which he's been associated since July 1971, enjoying Company Millionaire status and posting a 93% Conservation Rate.

That he writes high quality business was further affirmed by a survey undertaken by Grace Boes, Underwriting Officer, who commented that "we are impressed by both the volume of cases submitted and the class of prospects Dudley canvasses. While the amounts of insurance are large and extra underwriting is necessary, we have been able to give good time service. This demonstrates that Dudley obtains the proper requirements in the first place."

Besides membership in the National Association of Life Underwriters and in the Newark Chapter of Chartered Life Underwriters, Dudley is actively involved in numerous community activities. For five years he worked with the Boy Scouts, serving as Scout Leader, Troop Committee Chairman and Explorer Post Advisor. Most of his satisfaction in community involvement, however, derives from his association with the Passaic Township Jaycees; over the last seven years, he has held various project chairmanships with this organization. Dudley cherishes his association with community organizations noting that, "while activities of a civic nature may deprive you of some of your sales time, the benefits you reap are great."

Dudley, his wife Jacquelyn, and their three children live in a small residential community that offers the peaceful respite of the countryside, while at the same time provides easy access to large urban centres. "Our house is situated on a ridge near the edge of the Great Swamp Wildfire Refuge and we are surrounded by woodlands. Most of all, we enjoy outdoor activities—fishing, hiking, sailing and nature lore; as a family, we try to go camping as often as possible. Cooking is another of my fondest avocations. This culinary interest has led my wife and I to join a monthly gourmet dinner club which we heartily enjoy.

"Lifestyle is important," Dudley affirms. "Hopefully, it reflects your own self-image. I like to think that I live in the present, enjoying each opportunity as it presents itself. Money is a goal only insofar as it enables my family and me to enjoy frequent but short vacations, educational trips, red snapper stuffed with crabmeat and other similar, sometimes frivolous, self-indulgences. But these brief respites are precious to me and I work hard to be able to enjoy them."

No one who knows Dudley Coy, the enthusiasm he exhibits for his work, and the dedication with which he services his clients' needs, would dispute that he is entitled to these respites.

Industry sales soar in U.S.A.

Business in force climbs to \$1.6 trillion

Americans purchased life insurance protection in 1972 amounting to \$206 billion, nearly \$17 billion more than the year before, the Institute of Life Insurance reports. Overall, purchases raised life coverage by seven percent; by the end of 1972, total protection on American lives had risen to \$1.6 trillion.

This amounted to a protection level of \$22,700 for the average family, up \$1,000 during the year. However, this equalled only about two years of disposable income, considerably below what is needed by most families. Experts in financial planning advise that a family's life insurance generally should cover at least four or five years of income.

Much of the increase in life insurance buying reflects the World War II "baby boom," whose youngsters are now reaching adulthood and starting their own families. Family responsibilities are the major reason why young husbands and fathers purchase life insurance.

More life insurance is bought by young adults in their early twenties than at any other stage of life, and about 38 percent of all ordinary life insurance policies are issued to policyholders from 20 to 29 years old.

Currently, more than 3.7 million young people reach the age of 21 each year. As for marriages, the annual number stands at about 2.2 million.

Figures for life insurance in force under all types of policies at the end of 1972 are:

	1972 Estimate (in billions)	Change	
		\$	%
Ordinary.....	\$ 850	+\$ 61	+ 8%
Group.....	\$ 620	+\$ 38	+ 7%
Credit.....	\$ 105	+\$ 10	+11%
Industrial.....	\$ 40	+\$ 1	+ 2%
All types.....	\$1,615	+\$110	+ 7%

Ordinary registers biggest increase

The largest single dollar increase in life insurance by type of coverage was in ordinary life insurance, which in 1972 went up \$61 billion or eight percent, reaching \$850 billion in force.

Americans also added an estimated \$38 billion, or seven percent, in group life insurance. About \$620 billion was in force at year-end.

The estimated amount of life insurance bought in 1972 and the changes over 1971 were:

	1972 Estimate (in billions)	Change	
		\$	%
Ordinary.....	\$145.5	+\$12.8	+10%
Group.....	\$ 53.0	+\$ 4.0	+ 8%
Industrial.....	\$ 7.5	+\$ 0.0	+ 0%
All types.....	\$206.0	+\$16.8	+ 9%

Industrial insurance represented about 2½ percent of all legal reserve life insurance

in force at the end of 1972, compared with 14 percent two decades before. This relative decline has been due largely to the economic gains of American workers, who need and now can buy more life insurance protection than industrial policies normally provide. The increased availability of group life insurance through the employer has also been an important factor. On the other hand, industrial life insurance continues to serve a definite need for many lower income families.

The estimated number of new policies purchased during 1972 and the number in force at year-end were as follows:

	In Force		Purchased	
	1972	1971	1972	1971
	(in millions)			
Ordinary.....	125	122	11.6	11.4
Group.....	83	82	5.9	5.7
Credit.....	76	77	*	*
Industrial.....	76	76	8.7	8.6
All types.....	360	357	26.2	25.7

*Credit purchase figures are not available.

Pausing . . . promotes persuasion

The customer raises an objection, one that catches you just a little by surprise. You need time to gather your thoughts, so you pause for a moment before answering . . .

. . . Are you embarrassed by it? Do you wish you were “quicker on your feet?” Do you feel just a twinge of discomfort about introducing that space of dead air into the conversation?

No need to, say some “pausologists” (scientists who study speech and pauses) in a recent *New York Times* article. Professor Frieda Goldman-Eisler of University College, London says that “Pausing is to be considered as much a part of speech as vocal utterances.” She suggests that frequent pauses indicate creative speech, while a scarcity of pauses indicates habitual word sequences.

Pause to think about that for a while . . . it could be worth remembering in front of a customer. Because if pausing enhances the quality of our communication, then salesmen especially would do well to master the pause, rather than the other way around.

Goldman-Eisler’s pausological studies have shown also that the difference between a fast speaker and a slow one has less to do with the speed of verbal output than it does with the duration and frequency of pauses. Professor Daniel C. O’Connor of St. Louis University suggests that a speaker uses pauses to help the hearer understand, and

also to prepare himself for what he is about to say.

Obviously there is a message here for salesmen. The professors seem to be telling us that the fast talker, who fears the pause, may be the lesser salesman; whereas, the slow talker – and remember he is not necessarily slow at all, but uses more pauses – blends speech with non-speech to achieve heightened communication.

The salesman who avoids the pause – he may believe it to be, unfortunately, a sign of weakness – can hurt himself in other ways. He is more susceptible to blurting out the cliché, to repeating himself, even to stumbling over words that he must retract and rephrase. The customer, in the meantime, remains unconvinced, skeptical.

A sales presentation that flows like a river can just as easily drown a prospect as sell him. If, as pausologists tell us, pauses are as much a part of communication as are words, then we need to strike a balance between the two to come up with an effective presentation. In selling, you might use the power of the pause . . .

To allow an important point to hit home and sink in. “Mr. Brown, Indexed Protection assures you a guaranteed hedge against the effects of inflation on your life insurance benefits. It doesn’t fluctuate with the stock market and protection never decreases . . .” (Pause)

To cool down an antagonistic customer.

A quick-on-the-trigger rebuttal from you won’t cause him to change his tone, but a stretch of silence will help him to “hear himself,” give him the chance to re-evaluate the tenor of his remarks if not the remarks themselves.

To recapture your prospect’s attention. If you feel his mind is wandering, a fairly lengthy pause on your part can help to bring him to. Once he says, for example, “go on”, you can be fairly sure that he’s back on your wave-length.

To impress a customer with your “carefully thought-out reply” to his question. You may have the answer at your fingertips, but he may put more faith in it if, instead of tossing it at him, you . . . pause . . . “Mr. Adams, since you have to have that information Tuesday, I will personally see to it that you get it on Tuesday.”

To indicate to a customer that you are not at a loss when fielding a tough question or objection from him. In such a case you of course need time to think, but rather than do so in complete silence (he could misread this, jump in and interrupt) you may want to add a natural little something to your pause – such as an “mmm” – but don’t overdo it. This tells the listener, “I’m still in control – don’t interrupt me.”

To turn the coin over, try to avoid breaking into your customer’s pauses. He may be in the midst of a “juncture” pause, the type that comes at a fixed grammatical point such as at the end of a sentence. (He won’t like being cut off here because he has more to say.) Or he may be in the midst of the even more important “hesitation” pause. Hesitation pauses, according to Dr. Donald S. Boomer of the National Institute of Mental Health, occur where decisions or choices are being made. In a sales situation, until you know what that decision or choice is, hold back from talking. Your customer, after all, may have arrived at a buy decision, and is using a hesitation pause to sort out matters.

Whether we like it or not, whether we plan to or not, we must all pause at one time or another while speaking. In many cases, however, a small alteration of the “pause pattern” (apparently most of us have one) could help to improve the persuasive technique – indispensable, in our business.

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Independence is the greatest thing in the world:

Dave Rotish, Toronto Central

If a complete history of the Company were ever written, and if this history included a section on the accomplishments of the top representatives who have made outstanding contributions, you could be sure that Dave Rotish, our March Canadian Man of the Month, would occupy a prominent place in its pages.

Dave, who ranked as the number one Canadian representative last year, has been a successful life underwriter since he entered the business 37 years ago. Like many other representatives, Dave's real introduction to the life business came when he bought his first life insurance policy. A salesman himself at the time, Dave was keenly appreciative of the way in which another colleague handled the selling situation, so he paid the underwriter particular heed. Right off, Dave decided that "I could also sell life insurance. So, I applied to a life company to go on a debit, but had to wait, on account of my age."

Dave is proud of his early years in the business, noting that he sold three policies while still working through his training course. "When I was 23 or 24", he recalls, "I wrote my first million-dollar year on a debit. That was pretty good, I thought, especially since I did it during the Depression."

From that point on, it was up, up, up for Dave Rotish, whose 29-year career with Nalaco has been distinguished by outstandingly productive performances year-in and year-out. Always a contender among



Acquiring a deep knowledge of prospective policyholders is the key to developing a long-term relationship with them, notes Dave Rotish.

the Company's top leaders, Dave began to really hit his stride in 1955 when he counted his first million-dollar year with Nalaco. Congratulating Dave on his many achievements that year, the late Ned Hanley, Assistant General Manager in charge of Agencies, said: "You are a credit to yourself and to your family; to your branch and to your branch manager; to the Company and to life insurance. I only wish we had a

great many more men who were capable of following in your footsteps."

Obviously, Dave is one of those unique life underwriters for whom nothing less than superb achievements are good enough. In his Nalaco career, he has never ranked lower than 14th among the Top 100. On 25 occasions he has placed in the top ten; in 16 of those years, he ranked among the top five. He has been a million-dollar producer for the past 18 years in a row; last year, he settled a career-high of \$3.7 million to lead Canadian representatives and place second in the Top 100.

A qualifier to the Production Club every year since he's been a Nalaconian – three times in President's and 25 in Leaders', Dave has also consistently ranked as one of the Company's top case producers. With over 3,100 cases to his credit, he has averaged 108 cases a year. Dave has also notched the major awards the industry grants to honor its top producers: he is a Qualifying and Life Member of the Million Dollar Round Table and has won the National Quality Award ten times.

No wonder, then, that Lew Tibert, CLU, Vice-President, Marketing, could remark that, after Dave had delivered an address at the 1961 Ontario Sales Congress, "the men all look to you as a leader"; or that Superintendent of Agencies, Jack Wright, CLU, could comment that "year after year, Dave continues to maintain an exceptional performance."

Short, punchy letters, from which Dave experiences a 35% rate of reply, are the kind he recommends be sent to clients. Here, Dave is shown with Pat Hayden of the Toronto Central office staff.



While Dave acquired success at the onset of his career, he believes that it takes “at least five years to really get started and develop a solid clientele.” Thus, Dave argues for the necessity of letting the client get to know the representative on a long-term basis; but, moreover, the agent should learn all he can about a prospective client even before he tries to sell him life insurance.

It’s advice Dave himself has practised to achieve his success. Last year, for example, Dave wrote \$1 million of business insurance, and one of his major clients was a builder. Before selling him, Dave used to go out to the subdivision where the builder was working and meet with him once a week during lunch hour. In one of their chats, the subject of loans came up, and Dave suggested that life insurance is highly regarded as collateral by banks. Shortly thereafter, Dave sold the builder \$25,000 worth of life insurance.

But Dave’s association with the builder didn’t stop with the sale. Keeping in touch with his new policyholder, Dave learned a little while later that the builder planned to go into partnership with another contractor to build a subdivision. So, Dave introduced the subject of partnership insurance, succeeding in writing \$100,000 on each partner. When he delivered the policies – Dave makes it a practice to sell early on in the week, reserving Thursdays for policy delivery – he met the partners’ accountant

with whom he discussed retirement planning. Two registered retirement plans of \$4,000 each on the partners followed.

It goes without saying that Dave, who enjoys a business in force in excess of \$19 million, considers it vital to keep in constant touch with his policyholders. To this end, Dave is a strong advocate of direct mail, coupled with telephone follow-up. Short, punchy letters, from which he experiences a 35% rate of reply, are the kind of letters he recommends be sent out to clients. Usually, Dave will just say, “Is there any way we can get together to bring your life insurance up to date?”, and note that he can be reached at home from 4-6. This method has proved very effective for Dave in building up close relationships with his clients.

Up at six every morning, Dave starts the day at the Y where he does morning exercises in the steam room and in the health club. A health enthusiast who in his spare time pitched hardball until he was 55, Dave switched to paddle ball and plays an hour a day, four times a week, to keep trim. In the summer, he also enjoys golf.

“If you’re in good physical condition”, Dave comments, “you’ll be in top mental condition, too.” Whenever Dave has a problem that isn’t working out, he’ll go to the Y for a swim. “It relaxes you and helps you look at the problem from a different viewpoint,” he says.

Though Dave admits that he’s thinking of retirement – he will be celebrating his

62nd birthday in May – you’d never guess it if you looked at his performance in the first two months of this year. Nor could you intimate it from his appraisal of the life business: “What I’ve always liked about it is the fact that the time is your own; to me, this is the greatest thing in the world. You can take trips when you want to, selling hard the month before.”

This, in fact, is what Dave does. In January, for example, he settled \$300,000 to lead the Toronto Central agency, then, in February, went down to Florida for a few weeks. He came back in top form, ending the month with an outstanding \$400,000 settled business count that gave him fifth place in Personal Standings. Just as has been the case throughout his career, nothing less than top-notch effort and achievement are good enough for Dave Rotish.



Tremendous growth in market abounding in opportunities

Over the last decade or so, group insurance sales have mushroomed like never before. More and more, employers are coming to recognize group's unique effectiveness as a bargaining tool in labor relations; at the same time, employees appreciate the tremendous value available in low cost, convertible group coverage.

A quick glance at group's growth clearly indicates the immense potential for Nalaco representatives. In Canada, ownership of all types of insurance has grown steadily, but it is group that has increased at the most spectacular rate in recent years. At the end of 1960, group insurance represented 31.4% of the life insurance owned. Eleven years later, group had surged ahead to comprise 48.7% of the total; last year, group sales accounted for \$6.6 billion of the total sales of \$17.8 billion of insurance sold in Canada.

A similar pattern has emerged in the United States. To meet the challenge of burgeoning demand, group life coverage in America soars each year. At the end of 1972, group life totalled \$620 billion and accounted for 38% of all life insurance, according to Institute of Life Insurance estimates. Ten years earlier, this category accounted for \$209.2 billion and 31% of all life coverage.

The growth of group at Nalaco parallels industry trends. Back in 1946 when group began to get its footing in the marketplace, it accounted for a meagre 3.5% of our total business in force. By 1955, group accounted for 28% of the total insurance in force; 13 years later, it had soared again to 46.2%.

Today, group in force has nearly drawn even with individual; and with the competitive, comprehensive plans Nalaco offers, will continue its dynamic upsurge.

Three forces have stimulated group growth. The big opening came during World War II, when wages were frozen and employees were offered indirect compensation in the form of life and health insurance, profit-sharing and pension plans. A keen interest by labor unions in fringe benefits followed, as they saw in group a significant opportunity for negotiating bigger conciliation packages from management. Finally, governments moved into the area with social welfare plans – medical insurance, pensions and the like. But such plans laid only the basis for coverage, allowing the private sector immense potential for enlarging this base through supplementary programs.

The professional life underwriter recognizes group for what it is: a great opportunity to pick up new business, supplement the income he derives from life sales and develop the rapport that can lead to larger sales of both personal and business insurance; in short, the capability of providing his clients with a comprehensive financial planning service.

On page 12 of this issue, United States Man of the Month, Dudley Coy, furnishes an outstanding example of how a large business insurance sale can evolve from having written group coverage on a firm. Countless other professional life underwriters could relate similar experiences in which they capitalized on group to bring in

additional ordinary sales. But group opportunities also flow from individual business. Sales made to business owners, or to presidents and other decision-making executives of big and small companies become prime target markets for discussing group coverage.

In the past, Nalaco has underwritten group plans on firms ranging from accounting organizations and brokerage houses through to a wide variety of manufacturers to newspapers, radio and tv stations, travel agencies, construction firms – you name the industry, and Nalaco has installed group coverage, both small and jumbo-size cases.

So, there are ample reasons for you to go after group business with gusto. The formation of new businesses in your area offers an immediate opportunity. But don't overlook established firms. Even though they may have group coverage, they may lack important benefits, or they may be dissatisfied with the servicing of their present carrier. In either case, you have a great opportunity to introduce Nalaco, discuss the comprehensive plans we offer, and promote the regular, personal servicing made by our group representatives.

The statistics show that opportunities in group abound, that there is tremendous growth potential. The only question is whether you want to go after group. And if you want to enough, you're sure enough to get it.

Mingle with the movie-makers at Del Coronado

In the October Nalaco, we filled you in on Del Coronado, the exciting '74 Conference site. We told you about the seaside resort itself, the locale, its numerous recreational and entertainment facilities, and we also talked about some of the sights in San Diego and Mexico.

What we didn't mention is that Hollywood films, television series and commercials have often been shot on location at Coronado. The next time that "Some like it hot" appears on the late, late movie, take a close look. You'll see a couple of Chicago gangsters racing in hot pursuit of Jack Lemmon, Tony Curtis and Marilyn Monroe – across the Coronado's verandas.

More recently, Goldie Hawn and John Astin, the Adams Family's Uncle Gomez, completed a picture using Del Coronado's fabulous surroundings as background props. And, currently, the hotel performs as the haunting, mysterious "Essex mansion" where Sebastian Cabot introduces the spooky episodes on the "Ghost Story" television series.

The Hotel's plush lobby and corridors, along with its magnificent gardens and beach have all served as location for many other movies and television serials, not to mention the innumerable commercials set in places like Rome, Berlin or Paris.

Small wonder, then, that Hollywood stars and starlets consider the Del Coronado their home away from home. You may even run into them there, either on the set or holidaying like the hundreds of other guests who come back again and again to enjoy the hotel's hospitality. "Sometimes our

lobby and corridors look more like a Hollywood movie set than a hotel," comments Carleton Lichty, Coronado's Manager. "But it doesn't bother our guests. They're used to it by now, I guess."

Lots of other features combine to make Coronado the experience of a lifetime. If you've a yen for history, for example, you don't even have to leave the hotel grounds to cultivate your interest. Its Museum of History is chock full of mementos, documents and rare objects. In recognition, many historical societies have dubbed Coronado an historical landmark and have filled its cases with awards and trophies.

There are other good reasons for all these accolades: the hotel has several times been

the site of historical premieres. It rates as the first hotel in the world, and the biggest building outside New York City, to use electricity for lighting. The electrical system was installed under the supervision of the master himself, Tom Edison.

Way back nearly 70 years ago, the first outdoor electrically lighted Christmas tree sparkled on the Del's doorstep. Aviation history was also made on location at Coronado. Glenn Curtiss, the pioneer flier-manufacturer, took off from here in 1911 in the world's first seaplane flight. The following year, the Del's guests took in the world's first parachute jump from the hotel veranda. Fifteen years later, humorist Will Rogers served as master of ceremonies for a ceremony in one of Coronado's dining rooms honoring Charles Lindberg. The celebration was occasioned by Lindberg's first nonstop flight from New York to Paris.

The hotel has also served as a rendezvous for lovers, both cinematic and real life. History's most famous love story took place at this seaside resort. The occasion was a state dinner on April 7, 1920 at which the Prince of Wales first made the acquaintance of Mrs. Wallis Simpson. Later, he relinquished the throne of England to marry her.

The hotel is no stranger to American Presidents either, who have often used its facilities to entertain visiting dignitaries from other nations. Harrison, Taft, McKinley, Franklin Roosevelt, Kennedy, Johnson and President Nixon have all been guests at Del Coronado.

So, there you are, an opportunity to mingle with moviemakers, to meet stars and starlets in person, to plunge into exciting history. All this, besides the resort's great Conference and recreational facilities, its seaside locale, and its proximity to major vacationing areas in the West. It's all there, so you can appreciate why we predict Coronado will shape up as the greatest Nalaco Conference ever.

You'll never have had it so good.



Famed movie and tv actor, Sebastian Cabot, shown on location at Del Coronado for filming of the "Ghost Story" tv series.



Main notches second Trowbridge Trophy win

Recruiting – obtaining individuals capable of working with and servicing a sophisticated clientele based on the financial planning method – is the key element in ballasting Nalaco's marketing thrust. Eric Trowbridge, CLU, the man entrusted to build Nalaco's Windsor-Chatham agency, recognized this fact early in his management career. Within five years, he had excited numerous young men with the prospects of a challenging career in life underwriting and, through them, developed Windsor from the ground up into one of Canada's top agencies, with an annual production exceeding \$15 million.

When he came to Home Office in late 1968 as Superintendent of Agencies, one of the first programs he instituted among his

agencies was the Trowbridge Trophy competition. This competition, especially created to motivate managers and their staffs to recruit continuously, has performed a major role in Nalaco's manpower development program, bringing in many qualified men to serve the growing Canadian market.

Last year, Bob Main, CLU, Calgary Manager, recaptured the Trowbridge Trophy, having also netted the award in the 1970 competition. Bob and his hardworking Field Management Assistants, Jack Bermack, CLU, and Merle Olson, CLU, led the Trowbridge division with seven new recruits for a total of 190 points.

Saskatoon Manager, Bob King, CLU, emerged as runner-up in the competition with three new recruits, good for 148 points.

Dennis Freeman, CLU, Westminster Manager, and Don Winn, CLU, Field Management Assistant, also contracted three new men for a third place, 145-point finish.

Altogether, the Managers in Mr. Trowbridge's division accounted for 55 new men and a net total of 34 representatives in their 1972 recruiting drive, a very solid contribution indeed to Nalaco's recruiting program, and an achievement in which they can all take great pride.

With the Lifestyle materials, the division's managers now have behind them an outstanding professional manpower development program, one which will generate even greater impetus in their recruiting campaigns.



Eric Trowbridge, right, presents Trowbridge Trophy to 1972 winner, Bob Main. In recognition of his fine effort, Bob was also awarded an electric razor.



Runner-up in the competition, Bob King was awarded a digital clock. The presentation was made at the Lifestyle Recruiting Clinic held in Winnipeg.



A beaming Dennis Freeman accepts prize of digital clock which he won as third-place finisher in the competition.



Orphan policyholders are a gold mine

**by Jack Bermack
CLU, FMA, Calgary**

Jack Bermack joined our Calgary agency as a Field Management Assistant a year ago in January, following a successful career as representative with another life company. A top-notch recruiter who played a major role in helping Calgary win the Trowbridge Trophy last year, Jack also ranks as one of his agency's leading producers.

The following article was originally given as an address at the agency's 1972 Annual Meeting.

An orphan policyholder is one who at present does not have a representative looking after his policy or policies. The original representative may have retired, left the business, died, or the policyholder may have moved. In any case, there is no one looking after these policyholders at the present time.

For those of you who work orphan policyholders this will be repetitious, for which I apologize; for those of you who don't work orphans, let me tell you what you are missing.

The life blood of every representative in our business are the prospects who buy our product. Without them we are out of the business. I don't for one minute suggest that you change your present method of prospecting. I merely want to inform you of an additional source of prospects that ranks high in priority of calls.

You might ask why I say that orphans rank high as prospects. To begin with, they are acquainted with our Company, since they have at some time or other done business with us. Therefore, when calling them they are not nearly as cold as other types of prospects. Most of them are paying premiums to our Company; so they are actively aware of our existence. Further,

many of these orphans have had no service from a representative for years, and are most receptive to having a review of their policies.

The main danger in calling on orphans is that the representative is attempting to sell more insurance before he has sold the service aspect. In other words, when calling on an orphan, the sale to be made is that you are offering a service. This service consists of reviewing North American Life policies or any other that he might care to have done. But the emphasis is on North American Life. Once the interview has been established, the mission has been accomplished. It is during the interview that an attempt to make further sales is made at the appropriate time. (That is after the service you have promised has been performed.) Many of these policyholders are waiting for someone to call so that they might purchase further insurance – be it for additions to the family, new home, or what have you. As is the case in any prospecting, you have the same ratio of success with orphans, if not better.

I don't particularly like the word "I", but please permit me to tell you of a situation of my own in which I called on an orphan policyholder.

This orphan had a \$10,000 Whole Life policy in force and had moved here from Winnipeg. I called one evening, introduced myself and offered to meet with him and his wife to review his policy, and at the same time make ourselves known to each other. After reviewing the policy, it developed that he could use additional protection, but was financially not in a position to pay a large premium. I recommended we add a reducing term rider to his existing policy

which was convertible. A general discussion of his overall situation revealed that he was in business with his brother, that a buy-sell existed with Rocky Mountain Life, that they had no group insurance but were in the process of buying some. This orphan policyholder has a wife and two sons with no insurance on the sons but the wife was insured at her place of employment. There was no pension plan at work and no registered savings. What developed from this orphan call were the following sales:

1. Group Insurance was sold covering ten employees.
2. Additional \$25,000 5 year renewable term policy sold on policyholder.
3. Policy sold to each son.
4. Replaced partnership coverage.
5. Replaced orphan policyholder's brother's term policy with Whole Life and rider.
6. At present we are looking at increasing partnership coverage.

All this business – a total of six sales, plus future business, from an orphan policyholder call. Needless to say, these are two of my better clients and we are very good friends today.

I tell you of the foregoing simply to illustrate what may be waiting behind the next orphan call. This situation will not happen in every case, but there are sales waiting for those who care to make these calls. I can think of no easier prospect to call on.

The same situation applies in servicing your regular clients. If you stay in constant touch, no one will be able to steal these clients from you, and when additional sales arise you will be the one who makes them.

I know from personal experience that orphan policyholders can be a "gold mine". One year, 40% of my business came from this source. If you have never worked this market, I can tell you that you are throwing money away. As I said at the beginning, orphan policyholders should not be the sole source of prospecting for any representative who aspires to success, but it certainly is a profitable addition to your other prospecting methods.



United States CLU Results

Examinations – January 1973

Congratulations to the nine Nalacians who successfully completed their January CLU examinations. Nalaco is proud of their continuing efforts to expand their expertise, and so, better meet the challenges of a demanding marketplace.

AGENCY	NAME	EXAMS PASSED	NOW HAS
Eastern Regional Group	Dave Fuerst	9	1, 2, 3, 4, 5, 9
Florida	Joy Hayes	5	1, 2, 3, 4, 5
Home Office	Ray Gates	3	1, 2, 3
Michigan	Chuck Gleason	7	1, 2, 3, 4, 5, 7, 8, 9
	Jack Sirotkin	7	1, 2, 3, 4, 5, 7, 8, 9
Minneapolis-St. Paul	Brian Young	5	1, 2, 3, 4, 5
Ohio	Ken Fowler	5, 7	1, 2, 5, 7
Philadelphia	Jim Burke	9	1, 2, 3, 4, 5, 7, 9
Seattle	Graham Dell	1, 3	1, 3

Training Corner/ Le coin des stagiaires

INITIAL/Section initiale

Ken Larmon, Belleville
Ed Haffey, Toronto
Don Richardson, Toronto
Bill Stacey, Toronto University
Peter Goehle, CLU, Toronto Willowdale
Vern McCaig, Vancouver
Glenn Cranwill, Winnipeg

STEPS INTO PRODUCTION/ Étapes dans la production

Jack Brigden, Edmonton
Greg Davis, Hamilton
Jim Belanger, Kingston
John Frey, Kingston
Ed Haffey, Toronto
Ray Ramshaw, Toronto Mississauga
Ron Baldwin, Toronto York Scarboro
Fred Shaw, Toronto York Scarboro
Werner Machnik, Windsor

BASIC/Section de base

Arnie Appelton, Toronto

INCOME SECURITY/Sécurité du revenu

Jack Weststrate, London
Jim Whalen, Windsor

VARIABLE CONTRACTS/ Contrats variables

Ron McDougall, Northern Ontario
Gilles Gaudreau, CLU, Sherbrooke

PLANNED ECONOMIC SECURITY/ Sécurité économique rationalisée

Neville Vanzie, Hamilton
Bob Brindley, London
André Noel, Montréal Laval
John Caskey, St. Catharines
Ed Kowalczyk, Saskatoon
John Megill, Saskatoon
Jean-Nil Champagne, Sherbrooke
Tony Nash, Toronto Don Mills
Mike Bray, Toronto Etobicoke
Tom Dawe, Windsor
Gil Haines, CLU, Windsor
Vic Vogler, Windsor

Nearly 26,000 LUTC enrollments

The Life Underwriter Training Council has recorded the second highest enrollment in its 26-year history in its 1972-73 classes. The 25,954 student enrollment is runner-up to last year's silver anniversary class of 26,254, according to the LUTC.

Those who complete the Council's two-year course are awarded the Diploma in Life Insurance Marketing. So far, more than 90,000 life underwriters have graduated from the course.

Although the 1972-73 classes will not end until after the final examinations in the Life Course this May, the organizational details for the 1973-74 classes, due to begin the week of October 29, 1973, are well underway.



Term Conversions/Assurances temporaires converties

Leading Representatives/Représentants en tête de classement

1. Mel Josephs (4)	Philadelphia	\$88,042	12. Bernard Humphrey (1)	Michigan	\$21,350
2. Alby Leithe, CLU (3)	Minneapolis-St. Paul	84,420	13. Dudley Coy, CLU (1)	Northern New Jersey	20,000
3. Jim Doughty, CLU (7)	Philadelphia	82,596	14. Van Trout, CLU (1)	Ohio	19,275
4. Steve Cole (2)	Minneapolis-St. Paul	79,500	15. Rod Landgraaff (1)	London	18,900
5. Clem Dunphy (2)	Newfoundland	60,000	16. Barry Clegg, CLU (2)	Ontario Districts	17,530
6. John Umbrite, CLU (2)	Calgary	54,300	17. Don Winn, CLU (1)	Westminster	17,000
7. Sy Berman, CLU (4)	Chicago	46,630	18. Jack Thompson, CLU (2)	Edmonton	15,500
8. Dave Rotish (2)	Toronto Central	43,355	19. Bert Levy, CLU (1)	Vancouver	15,000
9. Jim McCarty (1)	Minneapolis-St. Paul	39,894	Bill Baird, CLU (1)	Vancouver	15,000
10. Bob Circle, CLU (1)	Chicago	32,281	Jacques Rocheleau (1)	Ottawa	15,000
11. Denis Imbert (1)	Trinidad	24,750	Kent Mackey (1)	Michigan	15,000

Ten Leading Branches/Les dix succursales d'élite

1. Chicago (15)	Bob Bowles, CLU	\$646,824	7. Montréal		
2. Philadelphia (31)	Ben Gaston, Jr., CLU	562,861	St. Lambert (4)	André Carbonneau, CLU	\$141,000
3. Michigan (13)	Jim Tierney, CLU	307,791	8. Seattle (3)	Graham Dell	94,550
4. Minneapolis-St. Paul (7)	Wayne LeNeave, CLU	286,661	9. Newfoundland (3)	Joe Foley	78,854
5. Windsor (7)	Pete Gellatly, CLU	244,500	10. Calgary (3)	Bob Main, CLU	69,300
6. District of Columbia (5)	Jim Graham, III, CLU	230,651			

Ladies' Trophy/Trophée décerné aux dames

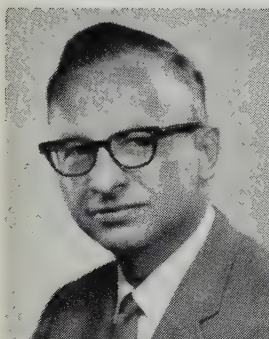
Net settled, year to date, with Group and Term Conversions/Nettes réglées à ce jour pour l'année - assur. temp. conv. - affaires coll.

Evelyn LeMoignan	Québec	\$148,500	Helen Keilty	New Brunswick West	\$60,200
Marian Bowen	Sherbrooke	105,910	Maureen Meehan	Florida	52,136
Donna Vorters	Nova Scotia	105,845	Vera Stedman	Ottawa	50,710
Thora Ali	Trinidad	81,711			

Senior Stars/Vedettes principales

Gross monthly settled, with Group and Term Conversions/Affaires mensuelles brutes réglées - assur. temp. conv. - affaires coll.

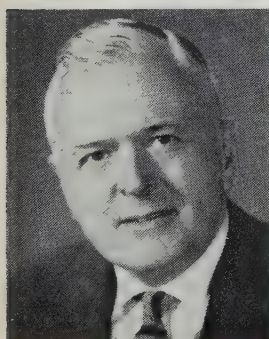
Al John	Seattle	\$500,000	Tom Young	London	\$68,500
John Husak	Winnipeg	153,154	Fred Fidler, CLU	St. Catharines	33,990
Abe Schwartz	Winnipeg	104,500	Helen Purdy	Michigan	24,562
Dick Fowler	Kamloops	93,703	John LaRochelle	Ottawa	24,000
Brainerd Carlyle	Toronto Central	73,500			



Bob Bowles
Chicago
Tops in Conversions



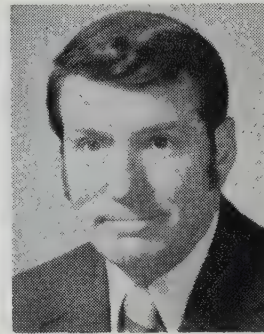
Evelyn LeMoignan
Québec
En tête de classement



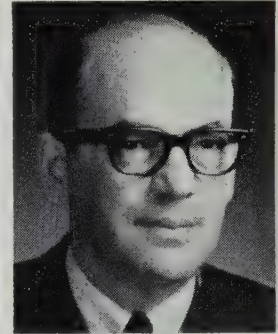
Al John
Seattle
An outstanding performance



Léon Le Guerrier
Québec R.G.O.
Top Group office



Jim Tierney
Michigan
Top Nalaco agency



Peter Bartello
Toronto Central
Second in Canada

5 Leading Group Managers

Les 5 premiers gérants -
régimes collectifs

<i>Regional Group Office/ Bureau régional des régimes collectifs</i>	<i>Manager/Gérant</i>	<i>Plans/Régimes</i>
1. Québec	Léon Le Guerrier	7
2. Ontario	Al Black	6
3. Eastern	Bob Foy	5
4. Pacific	Gary Connop	4
5. Chesapeake	Jeff Carleton	4

25 Leading Managers

Les 25 premiers gérants

Net Settled to February 28, 1973 with Group and Term Conversions
Nettes réglées - au 28 février - assur. temp. conv. - affaires coll.

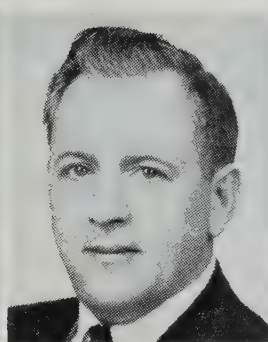
1. Michigan	Jim Tierney, CLU	\$7,197,862
2. Philadelphia	Ben Gaston, Jr., CLU	7,013,230
3. Chicago	Bob Bowles, CLU	6,625,915
4. Toronto	Bill Firth, CLU	4,587,077
5. Toronto Central	Peter Bartello, CLU	3,300,372
6. Windsor	Pete Gellatly, CLU	2,949,530
7. Minneapolis-St. Paul	Wayne LeNeave, CLU	2,408,304
8. District of Columbia	Jim Graham, III, CLU	2,383,873
9. Trinidad	Galt, O'Brien & Co.	2,373,211
10. Winnipeg	Bill Acheson, CLU	2,260,365
11. Vancouver	Hal Harrison, CLU	2,031,052
12. Seattle	Graham Dell	1,766,589
13. Calgary	Bob Main, CLU	1,682,014
14. Québec	Gérald Côté, CLU	1,645,288
15. London	Paul Cutsey, CLU	1,560,087
16. Westminster	Dennis Freeman, CLU	1,303,123
17. Ohio	Bill Waylett	1,171,315
18. Northern New Jersey	Jay Rippard, CLU	1,143,322
19. Connecticut	Jack Flemming	1,130,984
20. Oshawa	—	1,106,745
21. Montréal Champlain	André Fortin, CLU	1,073,040
22. Nova Scotia	Gordon Westrup	1,045,401
23. Hamilton	Fred Cox	937,014
24. Montréal St. Lambert	André Carbonneau, CLU	872,050
25. Kamloops	Willard Nourse, CLU	867,223

top 100 les premiers

February 28/février



Clem Dunphy
Newfoundland
Up 13 positions



Solly Switzman
Toronto
Enters Top 100

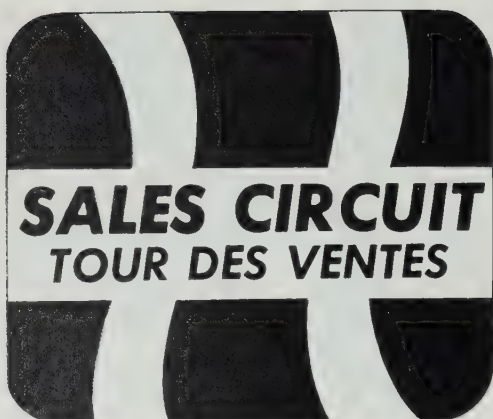


Bob Worthman
Minneapolis-St. Paul
Soars into Top 100

NAME/NOM	AGENCY/AGENCE	CASES/CAS	VOLUME*
1. Ron Barbaro	Toronto	11	\$1,342,605
Earl Wintraub, CLU	Toronto	11	1,342,605
3. Chuck Gleason	Michigan	17	1,062,835
4. Danny Gibbs, Jr.	Chicago	11	1,047,313
5. Bob Circle, CLU	Chicago	5	681,469
6. Fred Fountain, CLU	Michigan	5	656,610
7. Dave Rotish	Toronto Central	31	653,460
8. Bernard Humphrey	Michigan	10	566,172
9. Arnold Burdon	Windsor	24	558,961
10. Jim Doughty, CLU	Philadelphia	9	548,400
11. Charlie Simmons	Toronto Central	21	525,222
12. Al John	Seattle	2	524,000
13. Sy Berman, CLU	Chicago	15	506,053
14. Tok Herar	Westminster	15	505,800
15. Buster Alpaugh	London	23	461,653
16. Mel Josephs	Philadelphia	3	461,134
17. Len Camozzi, CLU	Oshawa	11	446,188
18. Lucien Saucier, CLU	Montréal Champlain	9	434,981
19. Steve Cole	Minneapolis-St. Paul	9	430,558
20. Clem Dunphy	Newfoundland	11	419,727
21. Shel Moggel	Michigan	30	410,152
22. Hector Leclerc	Québec	14	406,844
23. Ben Ferguson	Bermuda	7	392,680
24. Tom Trammel	Michigan	38	385,519
25. Bob Chauvin, CLU	Windsor	19	375,088
26. Frank Gallagher, CLU	Moncton-PEI	10	347,707
27. Yvan Graveline, CLU	Montréal St. Lambert	11	341,715
28. Al Chamish, CLU	Winnipeg	35	325,006
29. Skip Caplan	Michigan	6	321,592
30. Pat Whalen	London	19	314,390
31. Solly Switzman	Toronto	8	311,465
32. Dave Brubaker, CLU	Ohio	5	307,437
33. Mac McLellan	Calgary	10	297,241
34. Selwyn Ragoonanan	Trinidad	5	294,250
35. Jack McCarnan, CLU	Oshawa	8	286,658
36. Zane Gershman	Connecticut	4	285,297
37. Gil Munro, CLU	Vancouver	12	278,773
38. Harry Boland, CLU	Montréal Notre Dame	10	276,722
39. Hubert Groot	Oshawa	6	274,813
40. Fred Meredith, CLU	Toronto	12	273,890
41. Carlyle Bennett	Windsor	18	273,182
42. Joe Oliva	Connecticut	11	267,428
43. Phil Morin	Northern Ontario	11	267,030
44. Joe Sampson	Windsor	14	265,945
45. Norm Pimlott	Victoria	9	264,516
46. John Flasch, CLU	Windsor	10	263,843
47. Bob Worthman	Minneapolis-St. Paul	1	260,000
48. Gabe Rosati	Windsor	12	258,179
49. David Martin	Florida	1	250,000
50. Carl Shible	Northern New Jersey	2	250,000

NAME/NOM	AGENCY/AGENCE	CASES/CAS	VOLUME*
51. Gordon Robertson, CLU	Nova Scotia	3	\$248,016
52. Dick Weiss	Philadelphia	9	240,427
53. Dudley Coy, CLU	Northern New Jersey	3	234,570
54. Eric Blum	Florida	14	234,554
55. Bob Rankin, CLU	Ontario Districts	19	232,288
56. André Noel	Montréal Laval	5	232,180
57. Romy Lefavre	Calgary	11	228,142
58. Neil Keller, CLU	Vancouver	18	222,964
59. Mel Hanna, CLU	Barrie	14	220,568
60. Van Trout, CLU	Ohio	6	220,187
61. Dick Fowler	Kamloops	11	216,674
62. Bert Levy, CLU	Vancouver	2	215,958
63. Bill Baird, CLU	Vancouver	2	215,695
64. Dave McKinley	Winnipeg	12	215,610
65. Bob Turcotte	Montréal Champlain	9	213,997
66. Michel Barnabé	Montréal Laval	13	207,912
67. Bill Acheson	Winnipeg	12	207,335
68. Cuthbert Pantor	Trinidad	7	201,996
69. Richard Galt	Toronto Central	9	201,479
70. Bill Symko	Calgary	12	200,229
71. Bob Pfeffer	Michigan	1	200,000
72. Bob Battiste	Newfoundland	14	199,911
73. Donald Bateman	Seattle	2	196,153
74. Tom Green	Toronto	9	195,793
75. Jacques Michaud, CLU	Montréal St. Lambert	11	195,750
76. Ed Kowalczyk	Saskatoon	9	193,896
77. Jim Harmer, CLU	Hamilton	12	193,795
78. Everett Ball, CLU	Edmonton	17	193,662
79. Ernest Nunes	Trinidad	16	190,875
80. Ed Gordon, CLU	Michigan	15	190,698
81. John Dance	Westminster	12	190,688
82. John Husak	Winnipeg	11	188,154
83. Herb Fleury	Barrie	13	185,459
84. John Watson	Kamloops	11	183,867
85. Francis Assee	Trinidad	7	183,775
86. Pat Fives	Seattle	4	181,623
87. Cliff Gross	Winnipeg	9	181,244
88. Archie MacDonald	Windsor	7	180,374
89. Garth Stewart	Nova Scotia	8	177,550
90. Barry Clegg, CLU	Ontario Districts	13	174,151
91. Jim Allen	Victoria	14	173,480
92. Arthur Marcoux	Québec	9	170,479
93. Yvan Goulet	Québec	9	167,166
94. Don Latchman	Toronto Central	6	166,758
95. Bruce McRae, CLU	Vancouver	5	166,328
96. Mike Boskwick	Calgary	12	166,110
97. Ron Bauer, CLU	Ohio	5	163,492
98. Bob Ungar	Kingston	9	162,000
99. Jack Sirotkin	Michigan	5	161,950
100. Ted Smeenk, CLU	London	5	160,150

*Net settled, year to date, with Group and Term Conversions/Nettes réglées à ce jour pour l'année - assur. temp. conv. - affaires coll.



- **Gleason leads Nalaco producers with \$617,000**
- **Philadelphia tops Company with \$4.3 million**
- **Five other U.S. agencies enjoy million-dollar month**

Productive output continued strong in February as six American agencies settled in excess of \$1 million each to power the U.S. to \$16.3 million.

With a \$4.3 million total, **Philadelphia** was the top Nalaco agency in February. Jim Doughty led the way with \$273,000, closely followed by Mel Josephs with \$264,000; Dick Weiss contributed \$183,000.

Michigan enjoyed a superb February, falling shy of the \$4 million mark by less than \$20,000. Chuck Gleason continued to maintain his excellent pace as he topped Company producers with an outstanding \$617,000 tally. Enjoying a great '73, Chuck has already settled in excess of \$1.1 million. Congratulations!

Several other representatives helped propel Michigan to its outstanding total: Fred Fountain, third in Personal Standings, counted \$481,000, while Bernard Humphrey added \$245,000; Skip Caplan contributed over \$207,000. Shel Moggel was the agency's top new man with \$188,000.

Danny Gibbs, Jr., continued to power **Chicago** producers; in February, he settled \$383,000 to place sixth in Personal Standings and pace Chicago to a \$2.3 million total and fourth place in Nalaco. Danny has also topped the million-dollar mark in 1973 production. The agency led Nalaco in conversions with \$378,000.

Minneapolis-St. Paul captured seventh place with a \$1.4 million performance. Steve Cole topped the agency drive for the second straight month with \$219,000.

Columbia and **Seattle** also topped \$1 million; Columbia secured ninth place with \$1.2 million. At Seattle, veteran Al John

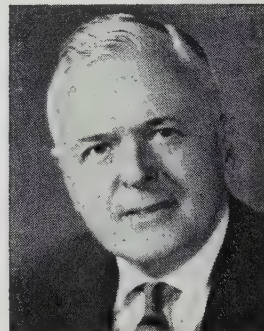
was in outstanding form as he powered the agency to its \$1.1 million total with \$500,000, a magnificent effort that gave him second spot in Personal Standings.

Elsewhere in the U.S., Ron Bauer's fine \$249,000 tally paced **Ohio** to \$715,000; Van Trout added \$182,000. Three representa-

tives paced **Northern New Jersey** to a \$684,000 count: Dudley Coy led with \$180,000 while Sandy Hollander and Carl Shible settled \$170,000 and \$150,000 respectively. At **Connecticut**, Zane Gershman, with \$260,000, powered the agency to its \$608,000 total.



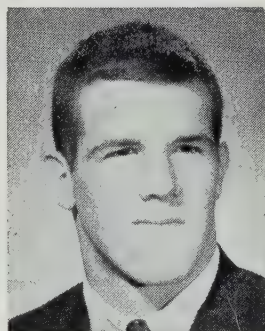
Chuck Gleason
Michigan
Top U.S. producer



Al John
Seattle
Great!



Fred Fountain
Michigan
Superb showing



Danny Gibbs, Jr.
Chicago
Going strong



Jim Doughty
Philadelphia
Agency Leader



Steve Cole
Minneapolis-St. Paul
Paces agency again

February was another great month for Canadian agencies as seven topped the million-dollar mark to pace Canada to a \$20.4 million total.

The big Toronto agencies continued their dominance of Canada; in February, **Toronto Central** led the way with \$2.3 million. Dave Rotish, fifth in Personal Standings, powered the agency drive with a magnificent \$402,000 tally. Charlie Simmons, seventh in Nalaco, was also strong with \$330,000; while Richard Galt contributed \$189,000.

Toronto delivered another outstanding effort, tallying \$1.8 million to place fifth in the Company. Fred Meredith settled \$294,000 to notch tenth place; while Solly Switzman generated a solid \$265,000 showing. Ron Barbaro and Earl Wintraub were also strong with \$198,000 each.

Windsor notched third place in Canada and eighth in the Company with \$1.4 million. Gabe Rosati was the top producer with \$153,000.

Buster Alpaugh enjoyed a strong \$284,000 February to pace **London** to a \$1 million total. Pat Whalen, with \$173,000 and Ted Smeenck, \$160,000, were also in fine form.

Elsewhere, Len Camozzi continued to deliver top performances; he led **Oshawa** with \$313,000, good for eighth spot in Nalaco.

Trinidad settled \$1.4 million to place sixth in Nalaco. Selwyn Ragoonanan, ninth in Personal Standings, sparked the agency with \$294,000; Cuthbert Pantor added \$186,000.

Calgary captured top spot in the West with a \$1.2 million performance, just \$39,000 short of its March, 1971 record, which gave the agency tenth spot in Nalaco. Mac McLellan, Nalaco's top new man in February, paced the agency with an excellent \$272,000 showing.

Winnipeg settled \$1.1 million to take fifth place in Canada. Veteran John Husak powered Winnipeg with \$153,000.

Vancouver enjoyed another million-dollar month to notch sixth spot in Canada; Neil Keller sparked the agency with \$182,000.

Big news in the West came from **Westminster** which settled \$924,000, missing its May, 1972 record by only \$7,000. Congratulations on an outstanding effort! Tok Herar was superb as he led Canadian producers with \$412,000.

- **Toronto Central 3rd in Nalaco with \$2.3 million**
- **Herar, Rotish each settle \$400,000-plus**
- **Montréal-Laval est près du record ce mois-ci**

Québec est en tête des agences de l'est avec un total de \$651,000. Arthur Marcoux est la vedette de l'agence avec \$162,000, et Hector Leclerc a contribué à ce succès avec \$124,000.

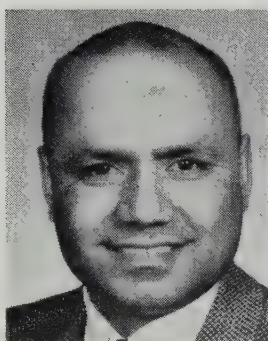
Montréal-Laval a fait un gros effort en février et a inscrit \$607,000. Il lui manquait seulement \$50,000 pour égaler son record de novembre 1971. Michel Barnabé a mené la succursale avec un superbe résultat de \$171,000 et Pierre Lavoie y a ajouté \$152,000.

Quebec led Eastern Canadian agencies with a \$651,000 tally. Arthur Marcoux was

the agency's top performer with \$162,000.

Montreal-Laval delivered a strong February effort, notching \$607,000, just \$50,000 short of its November, 1971 record. Michel Barnabé paced the branch with a fine \$171,000 effort and Pierre Lavoie added \$152,000.

Newfoundland paced the Maritimes with \$374,000; Clem Dunphy led with \$215,000. Elsewhere, **Nova Scotia** settled \$287,000; while Frank Gallagher was the region's top producer as he led **Moncton-PEI** with \$233,000.



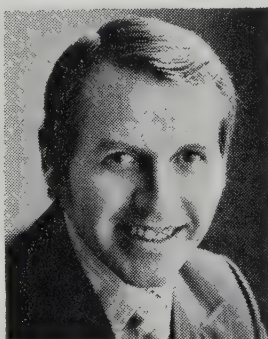
Tok Herar
Westminster
Top Canadian producer



Dave Rotish
Toronto Central
Fifth in Nalaco



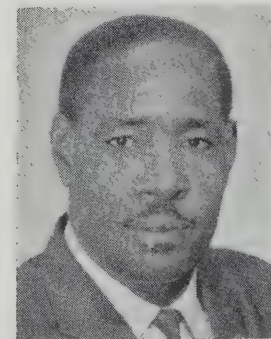
Len Camozzi
Oshawa
Another strong effort



Fred Meredith
Toronto
Agency leader



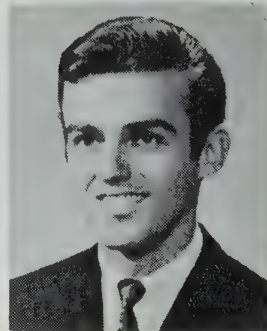
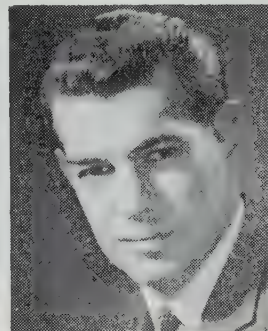
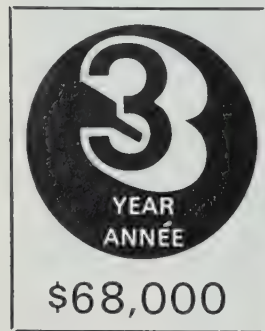
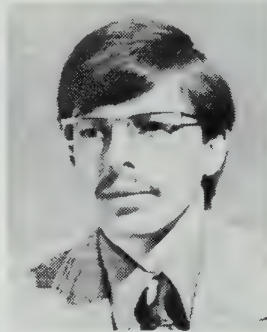
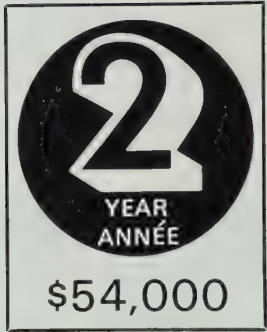
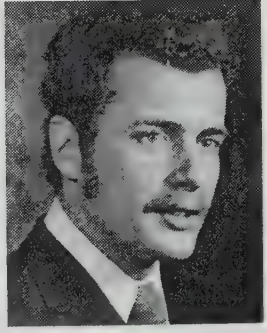
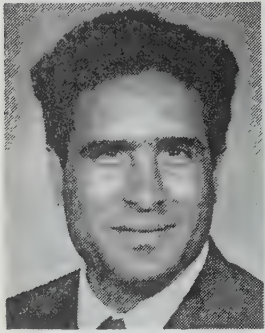
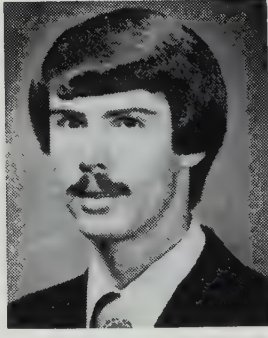
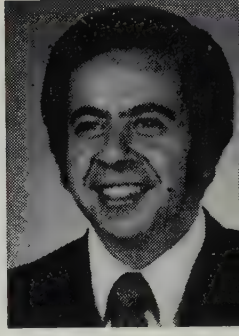
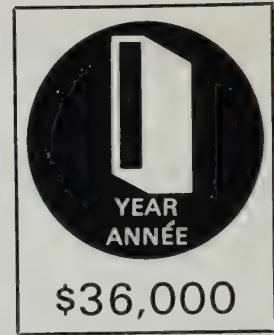
Frank Gallagher
Moncton-PEI
Leads East



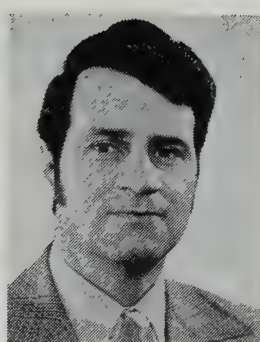
Cuthbert Pantor
Trinidad
A top Southern producer

trail BLAZERS

chefs de file

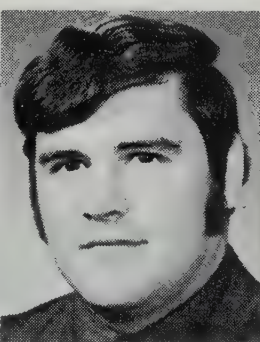
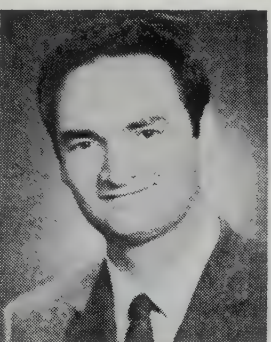


Gross monthly settled, with Group and Term Conversions/Affaires mensuelles brutes réglées—assur. temp. conv.—affaires coll.



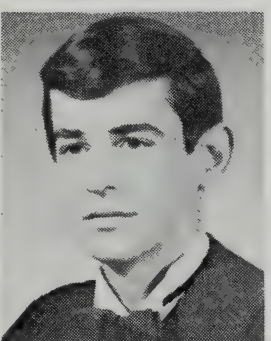
Left to right/de gauche à droite:

Shel Moggel	Michigan	\$188,433
Sandy Hollander	Northern New Jersey	170,000
John Flasch, CLU	Windsor	126,093
Michel Welti	Montréal Laval	119,400
John Dance	Westminster	114,658



Left to right/de gauche à droite:

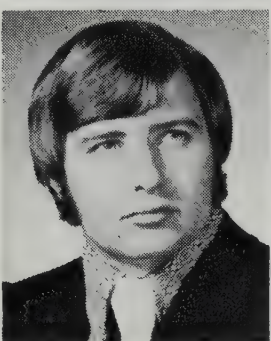
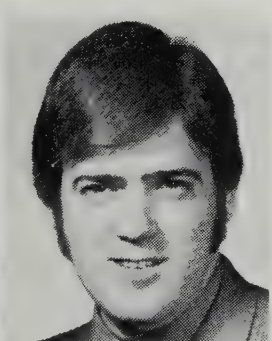
Jean-Pierre Du Sablon	Montréal Laval	\$ 96,537
René Lépine	Montréal St. Lambert	93,450
Jack Weststrate	London	92,333
Jim Allen	Victoria	78,240
Jim Whalen	Windsor	77,102
Rick McEvoy	Toronto Don Mills	72,000
Gord Deval	Toronto Mississauga	65,100
Bob Ungar	Kingston	55,500
Franco Pasqualini	Toronto Don Mills	52,234
Jean-Nil Champagne	Sherbrooke	50,080



Left to right/de gauche à droite:

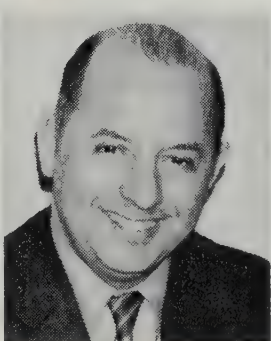
Malkit Mutti	Westminster	\$ 43,500
Bruce Piller	Regina	41,704
Maureen Meehan	Florida	36,366

Skip Caplan	Michigan	\$214,628
Dick Weiss	Philadelphia	183,400
Van Trout, CLU	Ohio	182,315
Dudley Coy, CLU	Northern New Jersey	179,582
Michel Barnabé	Montréal Laval	171,400
Carl Shible	Northern New Jersey	150,000



Left to right/de gauche à droite:

Jim McCarty	Minneapolis-St. Paul	\$143,604
Romy Lefaiivre	Calgary	127,820
Bob Battiste	Newfoundland	103,000
Dick Youngquist	Minneapolis-St. Paul	97,640
Michel Racine	Québec	68,310
André Rioux	Montréal St. Lambert	62,872
Jack Bermack, CLU	Calgary	62,500
Tom Dawe	Windsor	59,000
Dave Rehill	Edmonton	56,500
Garth Stewart	Nova Scotia	54,680



Left to right/de gauche à droite:

Zane Gershman	Connecticut	\$259,787
Ron Bauer, CLU	Ohio	248,846
Pierre Lavoie	Montréal Laval	152,110
Dave Brubaker, CLU	Ohio	142,439
Bill Acheson	Winnipeg	97,862
George Nordhoff	Westminster	95,260
Tony Tees	Kamloops	76,174
Joe Oliva	Connecticut	69,541
André Brossard	Montréal Laval	68,000



Caplan becomes Manager, Montréal Mont Royal



Nalaco is pleased to announce the appointment of Len Caplan, CLU, as Manager of the Montréal Mont Royal agency.

A graduate of the University of Montréal, Len operated his own pharmacy before entering the life business in 1965. Len, who earned straight A's in all 21 CLU courses and was awarded the designation in 1969, enjoyed a very successful career as representative with another company and later, as insurance consultant, before joining our Montréal Notre Dame agency as Field Management Assistant last year.

With his successful background in both sales and management, Len will perform a major role in further developing Nalaco's marketing efforts. We wish him, his wife, Trudy and their three daughters a continued successful association with Nalaco.

WINTRAUB, BARBARO, FLEURY QUALIFY TO HONOR ROLL

Our sincere apologies to Earl Wintraub, CLU, and Ron Barbaro, both of Toronto, and to Herb Fleury of Barrie, all of whom qualified to the 42nd Conservation Honor Roll, and whose names were inadvertently omitted.

Earl and Ron both earned a top-notch 98% conservation rate last year; for Earl, it was his 14th appearance on the Roll, for Ron, his third. Herb recorded his first appearance on the Roll, posting a fine 91% rate.

CUTSEY IS SPEAKER AGAIN

Our London Manager, Paul Cutsey, CLU, is in strong demand as a speaker. Two months ago, he spoke to Dentistry graduates; last month, he was invited to address the Stratford Life Underwriters Association where his subject was "Closing the sale".

CONGRATULATIONS

To Romy and Felice Lefavre, Calgary, on the arrival of their second daughter.

To Ed Moroz, Kamloops, who became a proud grandfather when son Rick and wife welcomed the arrival of Clinton Charlie Michael.

HOME OFFICE APPOINTMENTS

Stu Beaudoin, M.A., has been appointed Marketing Assistant in the Marketing Services Department.

Stu joined Nalaco in 1970 as an analyst in the Systems Planning Department where he developed the Nalis applications dealing with agents' compensation, and statistics for the Marketing Division. In his new position, he will complete implementation of this part of the system, and assist in developing other applications for the Marketing Division.

Ronald N. Siddall and Arthur H. Channer have been appointed lawyers in our Law Department.

Mr. Siddall obtained his B. Comm. degree from Queen's University in 1968 and his LL.B. degree from the University of Toronto Law School in 1971. He recently completed, with honors, the Bar Admissions Course at Osgoode Hall and received his Call to the Bar.

Mr. Channer was educated in England; in Toronto, he successfully completed, with first class standing, the Bar Admissions Course at Osgoode Hall, recently receiving his Call to the Bar.

McRAE WINS APPOINTMENT

Bruce McRae, CLU, Vancouver, won an LUAC appointment as Divisional Nominating Committee Chairman for Vancouver.

CONSERVATION WINNERS

Belated congratulations to Nalaco's 1972 agency conservation winners. Based on their agency's outstanding conservation performance, Willie Rodriguez, Trinidad, Nalaco Group, John Simms, Nova Scotia, President's Group, and Hazel Cummings, Moncton-PEI, General Manager's Group, each won their respective Group's shield, as well as a personal memento in recognition of their achievement.

The competition, which has been running for over 20 years, is based on a quota which considers the agency's historical record in conserving business on the books, in addition to the record of the Group in which it competes. The ratios thus set up are then applied to both the agency's sales and its insurance in force for the previous year. The office manager whose agency enjoys the lowest percentage of controllable terminations to its quota and in relation to other agencies in its group is declared the winner.

IN MEMORIAM

It is with deep regret that we report the death of veteran representative, Oswald "O.J." Beausoleil, Michigan, in his 64th year.

O. J. joined Nalaco in 1939 as a representative, serving as Manager of the Detroit Buhl agency from 1947 to 1949. He then returned to personal production where he made a substantial contribution to Nalaco's growth. A 23-time qualifier to the Production Club, three times in President's, he enjoyed a business in force in excess of \$8 million and posted 15 appearances on the Conservation Honor Roll.

O. J.'s many friends and associates in the field and Home Office join us in expressing sincere sympathy to Mrs. Beausoleil in her bereavement.

It is also with regret that we note the sudden death of Trinidad representative, Mervyn Dos Santos, in his 40th year.

In 1968, Mervyn joined Nalaco's Trinidad agency where he was a leading producer; last year he settled nearly \$900,000.

Sincere sympathy is extended to Mrs. Dos Santos in her bereavement.

It is with deep regret that we record the death of Nalaco Director, Courtland Elliott, C.B.E., of Toronto.

Mr. Elliott, who had served on the Board of Directors since October, 1951, was also a member on the Agency Committee of the Board from 1951 to 1957, and on the Finance Committee (later the Executive Committee) from 1957 to 1969.

Outside of Nalaco, Mr. Elliott was an investment and financial consultant who had founded the firm of Elliott & Page Limited, of which he was President at the time of his retirement in 1968. He also served as Director of several subsidiary funds operated by the Investors Group, as Director of the Canadian Surety Company and as a Member of the Advisory Board of Royal Trust Company.

Sincere sympathy is extended to his family in their bereavement.

SYMPATHY

To Fred Cox, Manager, Hamilton, on the loss of his father.

Anniversaries / Anniversaires

- 42 - Morley Sparling, CLU, Toronto Central
- 41 - Joseph LeMoyne, Montréal Uptown
- 36 - Ben Ferguson, Bermuda
- 33 - Albert Tarter, Vancouver
- 32 - Ralph Clarke, CLU, Winnipeg
- 30 - Marian Bowen, Sherbrooke
- 29 - Dave Rotish, Toronto Central
- 27 - Willard Nourse, CLU, Kamloops
- 26 - Len Camozzi, CLU, Oshawa
- 26 - Henry Rotenberg, Toronto
- 22 - Jack Flemming, Connecticut
- 20 - Hayden Galt, Trinidad
- 18 - Harry Boland, CLU, Montréal Notre Dame
- 17 - Jock Farquharson, CLU, Toronto Central
- 16 - Joe Foley, Newfoundland
- 15 - Ron Barbaro, Toronto
- 14 - Jim Doughty, CLU, Philadelphia
- 13 - Tom Long, Montréal Notre Dame
- 11 - Jim Harmer, CLU, Hamilton
- 9 - Clem Dunphy, Newfoundland
- 8 - Earl Branston, Winnipeg
- 7 - Fred Cox, Hamilton
- 6 - Harry Benn, Kingston
- 6 - Bob Rankin, CLU, Ontario Districts
- 6 - John Legate, Ottawa
- 3 - Joe Oliva, Connecticut
- 2 - Michel Barnabé, Montréal Laval
- 2 - Van Trout, CLU, Ohio
- 2 - Mike Bray, Toronto Etobicoke
- 2 - Fred McConkey, CLU, Toronto Etobicoke
- 2 - Francis Assee, Trinidad
- 1 - Garry Erdelyan, Calgary
- 1 - Mac McLellan, Calgary
- 1 - Walter Sherley, CLU, Edmonton
- 1 - Walt Cairnes, Philadelphia
- 1 - Bruce Piller, Regina
- 1 - John Watson, Toronto University
- 1 - John Pickernell, Toronto York Scarborough
- 1 - Tomas Malapitan, Vancouver
- 1 - John Dance, Westminster

Welcome / Bienvenue

- Donna Vorters, Nova Scotia
- Yvon Lapierre, Sherbrooke
- Neil Gravely, Toronto Etobicoke
- Pat Fives, Seattle
- Richard Dansereau, Montréal Laval
- Jack Brigden, Edmonton
- Denis Bonthoux, Kamloops
- Ray Ramshaw, Toronto Mississauga



Profile of the MDRT qualifier

MDRT member survey results

Enthusiasm, sincerity still generate appeal

The big trouble with many people in every activity is that "everybody wants to go to Heaven, but nobody wants to die." Everyone wants to be rich and successful, but only a few are willing to invest the hours of hard work necessary to achieve their ambitions.

Often the difference between success and failure, between stardom and mediocrity, is the difference between energy and lethargy. Many top-flight salesmen attained success by making full use of their ordinary talents.

Because many people are allergic to hard work, they go on wasting their potential, latent talents at a criminal rate. I am sure you have observed people who are just going through the motions and 'putting in time' on their jobs. They have no enthusiasm or dedication; they just don't take their work seriously.

Now, more than ever before, we must become dedicated, sincere, enthusiastic and proud. Despite today's fast-paced market and high volume concept of selling, people haven't changed. True, they are a little more sophisticated, but they still react just as they always have to enthusiasm and sincerity.

—from "View from the Top", Toronto Branch

A few months ago, the Million Dollar Round Table released the results of the survey the organization had conducted among its membership. More than half of the members replied, thus providing a common denominator that can be used for comparison purposes.

If you are intent on qualifying for MDRT, study these figures carefully, and compare them to your own field activity. The methods and ideas expressed in the survey have worked for the top leaders in the business — they will work for you.

- Nearly 45% of the MDRT members were in the business from three to nine years before qualifying for MDRT. Nearly 74% made it before the ninth year.
- Over 90% of the MDRT qualifiers have in excess of \$100,000 life insurance on their own lives.
- Close to 60% of the MDRT qualifiers have in excess of \$11,000 of life insurance on their wives.
- Over 86% of the respondents have some college background.
- Nearly 65% of the MDRT membership are between ages 30 and 50. Less than 10% are under age 29. More than one out of three first achieved MDRT stature between the ages of 35 and 44.
- Two-thirds of the MDRT members enter the business before age 30.

- Over 93% of the respondents are enrolled in, or have completed CLU or are instructors in these courses. For LUATC, the figure is nearly 40%.
- Over 65% placed at least 11 telephone calls for interviews from the office each week. Nearly 37% made in excess of 20 calls each week.
- Nearly 88% of the MDRT repliers reported having three or more face to face interviews each week.
- Over 81% have two or more interviews before making the sale. The largest share — 53% — are made up of second interviews.
- Over 62% reported working at the business of life insurance for more than 40 hours a week, with one in five working 50 hours or more.
- Two out of three MDRT members sold 50 or more lives during the year.
- Nearly 64% had 150 to 750 existing policyholders.
- For nearly 60% of the MDRT's respondents, between 30% and 70% of their annual volume was sold to existing policyholders.
- Over 54% of the repliers are housed in offices where there is one or no other member of MDRT.
- Nearly 92% of the MDRT repliers made in excess of \$20,000 from all sources of business.



Mon papa est plus fin que le tien

Lui, il a l'Interblock.

Le système de planification financière Nalaco.

C'est mieux que l'assurance-vie.

Chaque élément représente une des sept principales questions financières intéressant l'individu et sa famille.

Une fois emboîtés, ils forment un édifice financier inébranlable.

Pour protéger vos biens actuels.

Pour assurer l'accroissement de vos placements.

Pour garantir l'avenir de votre famille.

Pour le bien de votre famille.

Consultez le représentant Nalaco.

Il construira votre avenir.

Points saillants du 92e Rapport annuel de Nalaco

Nouvelles assurances-vie	\$ 838,816,000
Assurance-vie en vigueur	\$6,547,017,000
Total des dépôts sur rentes	\$ 35,899,000
Total des fonds réservés aux rentes	\$ 333,952,000
Règlements de prestations	\$ 66,031,000
Actif total	\$ 818,152,000
Taux d'intérêt net gagné	6.65%

Vous recevrez sur demande une copie intégrale du Rapport annuel 1972.

La Compagnie d'Assurance-Vie North American Life
Siège social: Toronto, Canada M5H 1R1



QUALIFIED '74



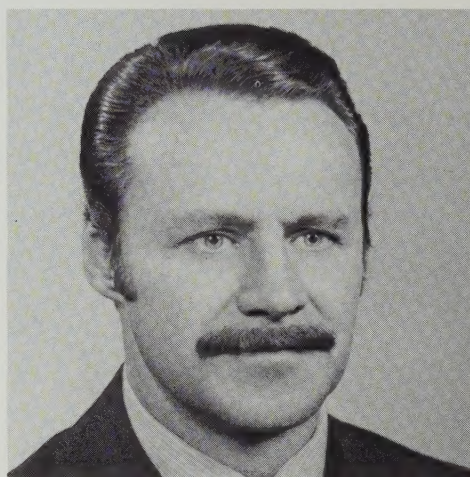
Arnold Burdon
Windsor



Bob Circle
Chicago



Chuck Gleason
Michigan



Jim Doughty
Philadelphia

CONGRATULATIONS —

YOU ARE NALACO'S FIRST FOUR CORONADO QUALIFIERS.

NALACO LEADERS, JOIN THEM! YOU HAVE 11 MONTHS TO
GO TO PICK UP THE REST OF YOUR QUALIFICATION POINTS.

KEEP ON TARGET — AND COME JUNE, 1974, YOU'LL ALSO BE ON YOUR WAY
TO SUNNY CALIFORNIA — FOR THE GREATEST NALACO CONFERENCE EVER!